

APPENDIX C

Mobilization Responsibilities and Related Tasks

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This Appendix identifies and defines the responsibilities for each of the five Services and the DoD Components party to the DoD MMP. For planning purposes the Coast Guard is considered a military Department under the Department of the Navy. Each party's responsibilities to the DoD MMP are expanded by identifying a number of tasks. These task statements are included here as information for mobilization planning and execution. While the task statements may vary in their degree of specificity, they do represent most of the explicit and implicit tasks inherent with the responsibilities. Nearly all task statements are followed by information in parentheses that denotes the specific office charged with that task and the document, if applicable, that relates to that task. In those cases where there is a document that provides the policy, guidance, procedures or information for the performance of that task, the document is identified. A double asterisk (**) indicates that the parenthetical information is the same as in the previous statement. Where there is no document reference, a "not applicable" (N/A) or "to be published" (TBP) is indicated. Those who desire more information on how the task is to be performed are encouraged to seek that information from the office identified.

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3. Act as the DoD focal point for interdepartmental matters pertaining to the SIG NSEP. (**) (**) (**) .

4. Provide policy guidance and coordination for OJCS and Service mechanisms to insure effective interface with civil government agencies and private sector for NSEP. (DoD Directive 5030.45) (**) (N/A)

c. Develop DoD planning guidance. for and coordinate DoD participation in the Crisis Management System (CMS). (DoD Directive 3020.36) (EP) (CMS Handbook)

1. Provide general policy and planning guidance for activating the CMS, when appropriate, in military and civilian exercises that will enable OSD to accomplish its emergency essential functions in mobilization, deployment, and sustainment during national security emergencies. (**) (**) (TBP)

2. Develop plans to activate and direct the Crisis Coordination Group (CCG) when the CMS is activated. (**) (**) (TBP)

3. Ensure thorough evaluation of DoD participation in the CMS during OJCS planned exercises. (**) (**) (N/A)

4. Provide general policy guidance and manage OSD'S participation in the OJCS Remedial Action Program (RAP). (**) (**) (TBP)

5. Lead DoD development and testing of the DoD Emergency Authorities Retrieval and Analysis System (DEARAS). (**) (**) (DEARAS)

D. Monitor and guide planning by OJCS and the Services for the internal defense of the United States including the protection of DoD Key Assets. (DoD Directive 5160.54, EP)

1. Guide and coordinate the development of policies, plans, and procedures for military support to civil authorities in matters of internal security. (DoD Directive 3025.12, EP)

2. Review and formulate policies to govern passive defense for essential DoD assets and Military Support to Civil Defense. (DoD Directive 3025.12, EP)

E. Administer the Interagency National Disclosure Policy that governs the release of classified military information to foreign governments and international organizations, and the Foreign Disclosure and Technical Information System (FORDTIS). Oversight responsibilities for functional security policy areas within the OPRS for Security Plans and Programs and Counter-intelligence and Investigative Programs. (DoD Directive 5111.1) (CI&S) (N/A)

F. Review and formulate policies that govern the security practices and programs of the Department of Defense to include developing, coordinating, and presenting Department positions concerning Information Security, Physical Security, Industrial Security, and NATO Security Policies. (DoD Directive 5111.1) (CI&S) (**) (N/A)

1. Information Security - DoD Directives 5200.1 and 5200.30 and DoD 5200.1-1.

N. Develop policy concerning the prioritization of NATO and other allied and/or friendly foreign countries, and theaters, to be supported in contingency and/or coalition warfare situations. (DoD Directive 5133.1) (ISA&ISP)

1. In conjunction with the JCS, develop intra- and inter- region priorities that fully incorporate U.S. national security aims. (DoD Directive 5133.1) (ISA&ISP) (TBP)

2. In conjunction with ODPA&E and the OJCS, assess the impact of regional priorities on the potential capabilities of U.S. forces engaged in coalition warfare. (*) (**) (**)

3. Submit plans that include the prioritized countries and source(s) of materiel to the DoS to obtain their assessment of the political impact. (**) (**) (-)

o. Counterintelligence and Security Policy. (DoD Directive 5111.1, CSP)

1. Establish, review, revise, and implement procedures to rapidly reach interagency determinations to release or deny release of classified military information to foreign governments and international organizations that mutually support U.S. Government objectives in a crisis situation. (DoD Directive 5111.1, CI&S)

2. Establish, review, revise, and implement procedures to rapidly obtain and provide risk assessment in exceptional circumstances where authorized disclosure of classified military information may be made to foreign recipients not known to possess the capability to afford the information protection substantially equal to that provided it by the United States. (DoD Directive 5111.1, CI&S).

3. Establish, review, revise, and implement procedures to provide immediate access through automation to various types of information needed in processing export licenses and foreign disclosure cases. (DoD Directive 5111.1, CI&S)

III. CRISIS RESPONSIBILITIES

A. Provide policy support for mobilization plans to ensure a cohesive, integrated, DoD approach in a crisis situation. (DoD Directives 5111.1 and 3020.36) (EP) (N/A)

B. Represent the Department of Defense in mobilization matters involving the National Security Council (NSC) and the Federal Emergency Management Agency (FEMA); act as the lead Agency office for other inter-departmental coordination of these matters. (DoD Directive 5111.1 and NSDD-188) (EP) (N/A)

3. Submit plans that include the prioritized countries and source(s) of materiel to the Department of State to obtain their assessment of the political impact. (**) (**) (**) .

I. During a period of rising tension, a crisis period in an allied and/or friendly country or upon mobilization, formulate (in coordination with the Department of State as necessary) policy on matters concerning the nature of the U.S. response to the situation at hand. (DoD Directives 5132.2 and 3020.36) (ISA&ISP)

1. Prepare for SECDEF action documents concerning JCS recommendations that the President: exercise Presidential standby authorities short of declaring a national emergency, declare a national emergency, seek Congressional approval of emergency legislation, or seek a congressional declaration of war. (**) (**) (**) .

2. Formulate SECDEF policy based upon established regional priorities, recommendations of the JCS concerning military strategy and objectives, and evaluations developed by ODPA&E of U.S. and/or foreign country military capabilities vis-a-vis U.S. national security objectives, and prepare SECDEF guidance to the JCS regarding allocation of U.S. forces and materiel assets. (**) (**) (**) .

J. Coordinate with the DoS, OJCS, the Military Departments, and other DoD Agencies to ensure optimum utilization of FMS assets. (DoD Directives 5105.38 and 3020.36) (DSAA) (N/A)

1. Task the Military Departments to provide order and shipping status lists of critical items (as identified by OJCS) to DSAA, OJCS, and the Unified Commanders during the early stages of crisis development. (**) (**) (**) .

2. Convene the Security Assistance Committee to rapidly develop FMS allocation recommendations for presentation to the Political-Military Board for review and to the Secretary of Defense for decision. (**) (**) (**) .

3. Coordinate with the State Department to staff and implement Presidential Determinations as required under the Army Export Control Act and the Foreign Assistance Act to expedite emergency FMS support. (**) (**) (**) .

4. Continually monitor and coordinate with OJCS, the Unified Commands, the Security Assistance Organizations, and the Military Departments on the status of requested and approved security assistance actions to ensure that the capability of U.S. forces is not unintentionally degraded. (**) (**) (**) .

K. Work with the ASD(FM&P) and ASD(P&L) to incorporate FMS requests and delivery requirements into the expansion of the industrial mobilization base. (DoD Directives 5105.38 and 3020.36) (DSAA) (N/A)

IV. WARTIME RESPONSIBILITIES

A. Director, Office of Emergency Planning (EP). Same as Section III, above.

B. Assistant Under Secretary of Defense for Policy (Counterintelligence and Security) (CI&S).

1. Security Plans and Programs (SP&P).

Same as Section III, above.

The four Deputy Directors in the four security disciplines and one secretary will be available to the CCG to assist in the various areas and provide for a 24-hour capability. One military officer will return to the parent Service or assist CCG in specialty areas as the situation dictates. Security professionals in each security discipline plus two secretaries will remain in the office locations, or another site, to assist the DoD Components in carrying out their security responsibilities as the situation dictates. Authority is this Plan.

2. Counterintelligence and Investigative Programs (CI&IP).

Same as Section III, above.

Director, CI&IP, to relocate to an alternate command site, as directed by higher authority. Deputy Directors remain in administrative center (Pentagon) in order to implement changes in assigned programs as directed by the Director, CI&IP.

3. International Security and Foreign Disclosure (IS&FD).

Same as Section III, above.

The Deputy Director for International Security and one secretary will be available to the CCG to assist and provide 24-hour capability. One military officer will return to the parent Service to assist the CCG as directed.

4. Security Policy (SP).

Same as Section III, above.

The Deputy Director, and a Staff Assistant, will remain in the office location, or another site, to assist the DoD Components in carrying out their security and technology control responsibilities as required. Authority is this Plan.

5. Foreign Disclosure and Technical Information System (FD&TIS).

Same as Section III, above.

The Deputy Director, one Staff Assistant will remain in the office location, or another site, to assist the DoD Components in carrying out their security and technology control responsibilities as required. Authority is this Plan.

c. Office of the Deputy Under Secretary, Planning and Resources.

Continue effectively directing, controlling, and monitoring the budget process, Defense Guidance, and overall international financial and/or economic policy objectives and strategy which relate to mobilization goals and capability, in order to:

1. Integrate wartime departmental-policies and plans with overall national security objectives and

2. Ensure that resources are adequate to achieve U.S. national security objectives and implement supporting strategies in the period of wartime.

Participate in internal DoD, NSC, EPC, and other interagency policy and emergency preparedness meetings, as appropriate.

D. Office of the Assistant Secretary (ISA).

Same as Section III, above.

E. Office of the Director, Defense Security Assistance Agency (DSAA).

1. Continue to work closely with OJCS to ensure the allocation of remaining FMS equipment supports the crisis regional prioritization.

2. Prepare and staff proposed legislation that will further expedite FMS deliveries to U.S. friends and allies. Submit the proposed legislation to the Secretary of Defense for approval and further submission to the President and Congress for enactment. This proposed legislation will be coordinated with the NSC State Department, the OJCS, and the Military Departments.

F. Office of the Assistant Secretary (ISP).

Responsibilities identified in Section III, above, apply, as applicable.

v. MANNING STRUCTURE AND/OR CONSIDERATIONS

Current Manning:

Civilians: 451

Military: 187

Mobilization Manning:

Civilians: 455

Military: 212
(Active): 197
(IMA's): 15

UNDER SECRETARY OF DEFENSE FOR ACQUISITION

ASSISTANT SECRETARY OF DEFENSE. (PRODUCTION & LOGISTICS) (ASD (p&L))

I. OASD(P&L) MOBILIZATION PLANNING COORDINATOR:

Director, Logistics Planning and Analysis (L-LP) , Room 2D261, x44175).

NOTE : DoD Directive 5128.1 (P&L Charter) is authority for all following responsibilities:

II. PLANNING RESPONSIBILITIES

A. Resource Planning: Ensure adequate planning, and effective programming and budgeting, of resources that contribute to materiel readiness and sustainability.

- Establish criteria for determining the least-cost mix of war reserve stock requirements and mobilization production and/or procurement requirements that will satisfy projected mobilization materiel demands. (PR/PS/L)
- Establish criteria and develop planning and programming goals and objectives for:
 - Materiel readiness and war reserve stocks (DG) (L/PR).
 - Industrial preparedness (DG) (PS-IR).
 - Ensure that Service and Defense Logistics Agency (DLA), Program Objective Memoranda (POM) incorporate the above objectives. Raise issues to the DRB. Participate in the OSD/OMB budget reviews to ensure funding is not deleted by PBD action. Represent DoD's interests to the relevant Congressional committees. Lobby to ensure that authorization and/or appropriation actions support DoD's:
 - Materiel readiness and war reserve stocks programming objectives (PR/L).
 - -Industrial preparedness programming objectives (PS).

B. War Reserves: Establish policies and procedures governing the planning for, and management of, War Reserve Materiel (WRM) (excluding NBC munitions):

- Establish criteria and responsibilities for selecting items for war reserve stockage. (DoD Directive 3005.5) (L-SD)
- Establish criteria and responsibilities for computing war reserve inventory requirements for:
 - Equipment (DG) (PR).
 - Conventional munitions (DG) (PR).

- Secondary items (DoD Instruction 4140.47). (L-SD)
- Fuel (DoD Directive 4220.7). (L-EP)
- Establish procedures and responsibilities for managing and controlling issues of war reserve materiel for:
 - Conventional munitions (DoD Directive 5160.65). (L-SD)
 - Secondary items (DoD Directive 4140.2 and DoD Instruction 4140.21). (L-SD)
 - Fuel (DoD Directive 4140.25). (L-EP)

c. Whole Supply Support: Establish policies and ensure planning to meet expanded surge and/or wartime wholesale-level materiel support. (L-SD)

- Establish criteria, procedures, and responsibilities for determining the priorities for allocation of materiel among U.S. and foreign country forces and activities. (DoD Directive 4410.6)
- Upon request, review, recommend changes to, or approval of, Joint Materiel Priorities and Allocation Board (JMPAB) recommendations to adjust Uniform Materiel Movement and Issue Priority System (UMMIPS) Force Activity Designators (FADs) for U.S. and/or foreign country forces. (DoD Directive 4410.6)

D. Emergency Energy supply: Establish policies and ensure planning to meet expanded DoD and Defense-related industry energy needs in surge and/or wartime situations. (L-EP)

- Develop and maintain ensured sources of supply of crude petroleum or petroleum products that would be available solely to the Department of Defense in mobilization situations. (Defense Energy Management Plan (DEMP))
- Ensure that the DoE develops and publishes the regulatory or other authoritative documentation necessary for the Department of Defense to execute its claimancy role for energy resources during periods of crisis or mobilization. (DoE/EP-0112)
- Participate with FEMA and DoE in national emergency contingency planning to ensure that the Department of Defense and defense-related industry energy requirements will be supported in periods of national mobilization and/or energy supply disruption.
- Participate with DoE and FEMA in U.S. efforts to obtain NATO Petroleum Planning Committee (PPC) agreement on a NATO oil sharing scheme, acceptable to the United States to be administered by the NATO Wartime Oil Organization (NWOO). (AC/12-D/742)

- Establish procedures and responsibilities for suspending and/or modifying petroleum procurement regulations using the waiver authority granted in 10 U.S.C. 2404. (DoD Instruction 4220.8)

E. Transportation: Establish policies and ensure planning to meet crisis requirements for airlift, sealift, and surface transportation services. (L-TP)

- Establish policies and responsibilities for planning for, and management of, common-user transportation capabilities. (DoD Directives 5160.2, 5160.10, and 5160.53)
- Establish criteria, procedures, and responsibilities for acquiring and allocating domestic civil transportation resources. (DoD Directive 3005.7)
- Pursue U.S. interests in the NATO transportation planning community through representation on the Planning Board for European Inland Surface Transportation (PBEIST), the Planning Board for Ocean Shipping (PBOS) and the Civil Aviation Planning Committee (CAPC).
- Establish policies and ensure planning for wartime continuation of bilateral cooperative airlift agreements.

F. Depot Maintenance: Establish policies and ensure planning to meet expanded surge and/or wartime depot maintenance requirements. (L-MD)

- Provide guidance to Services to develop and maintain an organic and/or contractor depot maintenance mix capable of expanding to meet surge and/or wartime requirements. (DoD Directive 4151.1)
- Prescribe depot maintenance workload planning procedures that will ensure an organic depot maintenance base capable of expanding to meet surge and/or wartime depot maintenance requirements. (DoD Instruction 4151.15)

G. International Cooperation: Establish policies and ensure planning and negotiation to provide logistics support to Allies and friendly foreign forces:

- Obtain Wartime Host Nation Support (WHNS) for U.S. forces.
- Collect and maintain data on the envisioned materiel requirements for each allied and/or friendly country.

H. Environmental Constraints: Establish policies and procedures, and ensure planning, to alleviate the impact upon mobilization of environmental constraints, both physical and legal, on DoD and defense-related industry operations. (E)

- Determine areas in which variances or exemptions to environmental statutes and regulations are required to achieve national defense objectives.
- Propose, in conjunction with the U.S. Environmental Protection Agency and other Federal Agencies, legislation that authorizes the President to exempt essential national defense operations from specific environmental statutory or regulatory provisions during periods of war or declared national emergency. The legislation will define essential operations and specific provisions.
- Develop and publish guidance and procedures that Defense Components would follow to obtain those variances or exemptions.

I. Facilities: Establish policies and ensure that the Services identify mobilization facility requirements and plan to satisfy the requirements through:

- Increasing use of existing DoD facilities
- Activating stand-by facilities
- Acquiring State and/or local government facilities
- Leasing existing private sector facilities
- Buying modular facilities
- constructing new facilities (I)

J. Construction Planning: Maintain liaison with elements of the construction industry to acquire asset and planning factors for determining construction industry potential to satisfy mobilization-related construction requirements. (I-C)

K. Military Construction (MILCON): Develop streamlined procedures for approving and funding mobilization construction projects. (I-FRR)

L. Transition Planning: Prepare and preposition stand-by documentation and Crisis Operations Packages (COPs) to be implemented during a crisis and/or mobilization for:

- Suspending and/or modifying peacetime policies and procedures with respect to:
 - Procurement (P/L)
 - Logistics Systems Operations (L)
 - Construction Approval (I)
- Authorizing use of emergency legislative and/or regulatory authority for:
 - Procurement (P)
 - Production (PS-IR)
 - Environmental Waivers (E)
- Seeking other legislative relief or new authority, where necessary. (All P&L elements).

M. Production Management: Develop production management and procurement policy to ensure rapid and coordinated acquisition of systems, equipment, and products to meet mobilization requirements. (DoD Instruction 4005.1) (PS-IR, P)

- Establish a rapid decision-making and implementation process for surge and mobilization production.
- Develop plans and policies for wartime expansion of weapons system, equipment and materiel procurements.
- Ensure that DoD and Component Instructions and Directives on production management and readiness are responsive to rapidly changing defense conditions.
- Develop and maintain incentives to stimulate private sector investments to enhance production capability.
- Develop, with ODUSD(P), DIS, ODPA&E, AE, and industry, plans and programs for minimizing the effect of sabotage or attack damage to plants producing critical items of military equipment and supply.

N. Priorities and Allocations: Develop priorities and allocations policies and programs to ensure timely availability of industrial resources to meet defense requirements. (DoD Instruction 4400.1, DoD 4400.1-M, DoD 4005.3-M, E.O. 12148, and the "Defense Production Act," Title III) (PS-IR)

- Advise and assist FEMA and other appropriate Agencies in the development of the National Priorities and Allocation Plan, including production and distribution plans for use in any period of emergency.
- Obtain recommendations for production priorities from the JCS and other DoD elements; make allocation recommendations to SECDEF.
- Ensure industrial resource allocations are adequate for industrial base responsiveness to potential surge and/or mobilization production.
- Ensure efficiency in the use of special priorities assistance actions.
- Advise OASD (FM&P), FEMA, and other appropriate Agencies in developing plans for extraordinary labor requirements; including assisting FEMA in developing a national system of priorities for critical personnel skills.

o. Materials: Adapt materials policies and programs to fully recognize and respond to international conditions affecting the supply and demand of strategic and critical materials , and advise other Agencies on the stockpiling and utilization of these materials. ("Defense Production Act," Title III, Expansion of Production Capacity and Supply, and the National Strategic and Critical Materials Stock Piling Act) (PS-IR).

- Ensure wartime availability of strategic and/or critical materials.
- Create or expand U.S. production capacity for essential defense materials.
- Review and modify plans for stockpiling, release, and allocation of essential defense materials. Identify new technology and DoD sensitive materials for potential inclusion in the National Defense Stockpile Program.
- Advise FEMA and other appropriate Agencies in developing a system for the allocation of critical materials and products among the U.S. and the various foreign claimants in the event of an emergency.
- Stimulate development of materials that may be used as substitutes (in coordination with DDRE).

p. Industrial Preparedness: Establish the DoD Industrial Preparedness Planning (IPP) to provide a sustained state of industrial preparedness to meet various military contingencies, and to serve as DoD focal point for other Agency efforts related to the industrial base. (DoD Instruction 4005.3; DoD Directive 4005.1; DoD 4005.3-H; DoD 4005.3-M; DoD Directives 4245.6 and 4170.9; and the Defense Guidance)

- Analyze Industrial Base Surge and/or Mobilization studies to determine potential responsiveness.
- Provide DoD guidance by which IPP is accomplished--limit planning and preparedness measures to essential items, prioritize IPP planning list , and annually review the Production Base Analyses submitted by the Services and DLA.
- Maintain programs to retain cognizance over Diminishing Manufacturing Sources and Foreign Source Dependencies.
- Integrate IPP into current acquisition programs and Joint Materiel Review Board (JMRB) deliberations.
- Provide guidance for acquisition of pacing components and critical manufacturing materials.
- Conduct sectoral and lower tier studies to highlight capacity problems, and establish a capability to assess the various impacts.

- Develop recommendations for providing applications for defense purchase agreements under Title III of the Defense Production Act.
- Develop requirements and assist Department of Commerce in developing orders for the Machine Tool Trigger Order Program.
- Ensure that DoD production facilities are prepared for surge and/or mobilization.
- Determine potential energy shortfalls under surge and/or mobilization production conditions for contractors in the defense industrial base.

Q. Government-Owned Property: Develop policies and procedures, in coordination with other Government Agencies, for maintaining the readiness of Government-owned industrial property to meet mobilization requirements. (DoD Directive 4275.5) (PS-IR)

- Maintain essential Plant Equipment Packages (PEPs) in a modernized and responsive condition to meet DoD critical need.
- Determine requirement to redistribute Government-owned industrial property.
- Develop policies and procedures to meet the production requirements of Government-owned plants and equipment.

III. CRISIS RESPONSIBILITIES

A. Materiel Priorities: Review Joint Staff recommendations concerning materiel shortages deemed critical by the Services and/or relevant CINCs; recommend asset allocation and/or production priorities, as appropriate. (PR/PS/L)

- Act as DoD focal point for interagency mechanisms to coordinate industrial and strategic and/or critical materiel priority and allocation management. (PS-IR)
- Refine criteria for industrial priority ranking of military programs. (PS-IR)

B. Emergency Energy supply: Recommend strategies for emergency management of national energy resources. (L-EP)

- Implement petroleum supply assurance measures, as appropriate.
- Request implementation by NWOO of the PPC oil sharing agreement, as appropriate.
- Execute claimancy role for DoD and defense industry energy resources, as required.

c. Transportation: Facilitate augmentation of strategic airlift and sealift capacity, and allocation of domestic civil transportation resources. (L-TP)

- Review the requirements submitted by JCS for augmentation of the DTS by civil transportation resources, and make recommendations to the Secretary of Defense.
- Direct MTMC to suspend movement of household goods to crisis area.
- Assist the TOAs in obtaining approval from the relevant Federal "resource" Agencies (i.e., DoT, FAA, W) for requested resources.
- Assist the TOAs and CINCEUR/CINCLANT in obtaining NATO transportation capability administered by: the Defense Shipping Authority (DSA), the Agency for Coordination of Inland Surface Transport in Central Europe (ACTICE), the Agency for Coordination of Transport in the Mediterranean (ACTIMED), and the Board for the Coordination of Civil Aviation (BOCCA), as necessary.

D. Transition Execution: Facilitate transition of DoD operations from peacetime to wartime basis.

- Implement pre-positioned Crisis Operations Packages (COPS) which modify and/or suspend DoD policies and procedures governing procurement, installations, and logistics operations. (L-LP)
- Authorize streamlined procurement procedures and contracting instruments for use under emergency conditions. (P)
- Authorize use of extant emergency legislative and/or regulatory authorities. (All P&L elements)
- Submit emergency legislation requesting suspension of reporting requirements and/or new authorities. (L/I)
- Assist in obtaining site-specific variances from EPA, or whole industry and/or national emergency variances or exemptions from Congress. (E)
- Notify all DoD and Corps of Engineers (Civil Works) activities of status of authorized and/or-requested exemptions, and how they may modify operations as a result. (I/I)

E. Construction: Orchestrate the adjustment of construction programs from peacetime to wartime priorities.

- Direct the freeze of all new construction awards. Collect new construction and/or facilities requirements from the Services. Review and adjust construction agent assignments. (I-C)

- Assist the Military Departments in establishing priorities for allocating construction materials and resources during mobilization. (I-C)
- Direct the termination of low priority construction contracts so that more funds may be available for higher priority mobilization needs. Identify unobligated funds that can be programmed to higher priority emergency construction. (I-c)
- Assist the Military Departments and OASD(C) in transferring construction funds and resources necessary to meet mobilization facility requirements. Notify Congress of reprogramming approved under the provision of 10 U.S.C. 2808. (I-FRR)

F. Funding: Coordinate and assist DoD Components and OASD(C) in preparation of budget amendments and supplemental, and revised funding guidance as necessary. (All P&L elements)

G. Production Management: Implement crisis production management and procurement policy. (DoD Directive 4005.1) (PS-IR)

- Ensure rapid and coordinated production of systems, equipment, and products for mobilization requirements.
- Execute plans and policies for wartime expansion of weapons systems, and equipment and material procurements.
- Execute plans and programs to minimize terrorist, sabotage, and attack damage to plants producing critical items of military equipment and supply.

H. Industrial Preparedness: Serve as DoD focal point for all efforts related to the industrial base. Implement industrial surge capability policies and procedures. (DoD Instruction 4005.3; DoD 4005.3-H; DoD 4005.3-M; and DoD Directives 4005.1, 4005.16, 4245.6, and 4170.9; and the Defense Guidance) (PS-IR)

I. Government-Owned Property: Redistribute Government-owned property per industrial mobilization requirements. (PS-IR)

J. International Logistics: Respond to the material requirements of allied and/or friendly foreign countries to meet their emergency situations.

- In conjunction with the OJCS and DLA, review asset availability of DoD-owned stocks, and assess the U.S. national security implications of using U.S. assets to support foreign country contingency requirements. (L-SD)
- In conjunction with OUSD(R&E) and the OJCS, determine the potential for allocating and/or surging production, and assess the national security implications of such actions to support foreign country contingency requirements. (PS-IR)

- As needed, coordinate DoD plans to satisfy these requirements with the DoS to determine the political feasibility and prioritization of any support effort. (L-IL)

IV. WARTIME RESPONSIBILITIES

Same as Section III, above.

v. PERSONNEL AND REQUIREMENTS AND/OR LEVELS

Current P&L:

Civilian 158

Military 43

Reservists

Military
Retirees

Total 201

Post-Mobilization P&L:

No known incremental requirement

ASSISTANT SECRETARY OF DEFENSE (COMMAND, CONTROL, COMMUNICATIONS,
AND INTELLIGENCE) (ASD(C³I))

I. MOBILIZATION PLANNING COORDINATOR:

Director, Mission Assessment and Evaluation, 2C252, 697-4540/41.

II. PLANNING RESPONSIBILITIES:

A. Plan for accomplishment of all functions and responsibilities enumerated in DoD Directive 5137.1 appropriate to mobilization, crisis or wartime situations (DASD(C³), DASD(I); DoD Directive 5137.1).

B. Develop an OASD(C3I) Emergency Plans Book to include:
(DASD(C3)-MA&E; DoD Directive 3020.26)

Emergency Legal Authorities
Emergency Action Packages (EAPs)
Succession and reconstitution plans
File and data requirements

C. Coordinate the mobilization and emergency planning of Agencies and offices over which the ASD(C3I) exercises staff supervision (DASD(C3), DASD(I); DoD Directive 5137.1)

D. Oversee and evaluate the exercise and tests of mobilization and emergency plans and procedures related to C I functions at all DoD levels. (DASD(C³I) and DASD(I) (DoD Directive 5137.1)

E. In conjunction with the ASD(C³), plan for emergency resource allocation and budgeting actions related to ASD(C³I) responsibilities for crisis and wartime situations. (DASD(P&R) (DoD Directive 5137.1)

F. Plan for implementation of DoD responsibilities under E.O. 12472, Assignment of National Security and Emergency Preparedness Telecommunications Functions. (DASD(C³I))

G. Validate military requirements for non-DoD telecommunications resources developed by the JCS and plan for the allocation, reallocation, and reconstitution of such resources in crisis and wartime. (DASD(C³)) (DoD Directive 5100.41)

H. Ensure the Director, NSA, provides the technical support necessary to develop and maintain plans adequate to provide for the security and protection of NSEP telecommunications. (DASD(C³) (E. o. 12472)

I. Plan, in coordination with the Department of Transportation and Federal Communications Commission, for the emergency and wartime control of civil and military air traffic and of associated navigation aids. (DASD(C³))

J. Plan for direction and allocation of DoD intelligence resources to support mobilization, crisis, and wartime situations. (DASD(I))

K. Plan for direction and allocation of DoD mapping, charting, and geodesy (MC&G) resources to support mobilization, crisis, and wartime situations. (DASD(I))

L. Develop and maintain EAPs for emergency legislation and reprogramming actions that may be anticipated for crisis or wartime. (DASD(P&R) (MA&E) (DoD Directive 3020.26)

M. Review, exercise, and assess AIS support of Command, Control, Communications, and Intelligence (C³I) functions to ensure accomplishment of mobilization requirements set forth in approved plans. (DASD(C³), DASD(I))

N. Establish and maintain a "lessons learned" and "action items" list for evaluating progress and follow-up for improving AIS performance and preparedness to support C³I functions throughout the mobilization process. (DASD(C³) DASD(I))

III. CRISIS RESPONSIBILITIES:

A. Assist the Director, Office of Science and Technology Policy (OSTP), Secretary of Commerce, and Director, Federal Communications Commission (FCC) in the performance of national security and preparedness telecommunications crisis functions. (DASD(C³)) (DoD Directive S-3020.36)

B. Assist the Executive Agent, National Communications System (NCS) and provide staff supervision of the Manager, NCS in the execution of NCS crisis responsibilities including: (DASD(C³)) (DoD Directive 5100.41)

Operation and maintenance of NCS systems
Restoration of communications
Allocation and reallocation of resources

C. Advise the SECDEF on crisis military requirements for commercial communications services and facilities. (DASD(C³); E.O. 11490 and/or E.O. 11921)

D. Advise about and supervise execution of emergency control of all DoD devices capable of emitting electromagnetic radiation and, in coordination with the OSTP and FCC, controls for non-DoD assets. (DASD(C³)), E.O. 11490 and/or E.O. 11921, DoD Directive 3020.26)

E. Monitor DoD intelligence activities for compliance with national and DoD priorities and coordinate these activities with non-DoD intelligence agencies in meeting crisis requirements. (DASD(I); DoD Directive 5137.1)

F. Provide guidance in implementation of the transfer of national intelligence collection tasking authority from the DCI to the Secretary of Defense. (DASD(I))

G. Review AIS "action items" list in support of C³I functions for the purpose of determining priorities and reallocation of resources to ensure sustained AIS support during crisis and wartime conditions. (DASD(C³), DASD(I))

H. Monitor status of AIS support during increased periods of tension and wartime conditions. (DASD(C³); DASD(I))

IV. WARTIME RESPONSIBILITIES :

A. Ensure the Department of Defense provides telecommunications services and facilities adequate to support the National Command Authorities (NCA) war-time requirements. (DASD(C³), E.O. 12472)

B. Recommend to the SECDEF, Director, OSTP, and the President, measures for wartime control under Section-706, "Presidential War Emergency Powers" of the "1934 Communications Act," including: (DASD(C³), E.O. 12472)

Telecommunications priorities and preferences
Prevention of obstruction
Suspension or amendment of FCC rules
Closing, use and control of radio and wire equipment and facilities

c. Supervise wartime control of DoD devices capable of emitting electromagnetic radiation and recommend controls for non-DoD assets. (DASD(C³), E.O. 11490 and/or E.O. 11921)

D. Allocate, reallocate, and oversee arrangements for restoration of DoD communications assets and recommend same for non-DoD assets to the SECDEF in the SECDEF role of Executive Agent, NCS. (DASD(C³), DoD Directive 5100.41)

E. Monitor and provide guidance for DoD intelligence collection and processing activities in support of defense objectives and the operational CINCs. (DASD(I), DoD Directive 5137.1)

F. Review AIS "action items" list in support of C³I functions for the purpose of determining priorities and reallocation of resources to ensure sustained AIS support during crisis and wartime conditions. (DASD(C³), DASD(1))

G. Monitor status of AIS support during increased periods of tension and wartime conditions. (DASD(C³), DASD(I))

v. MOBILIZATION STRUCTURE AND/OR CONSIDERATIONS:

A. Execute emergency staffing procedures in accordance with the OSD COOP. (XO, DoD Directive 3020.26)

B. Backfill vacated military positions with MOBDES augmentees, recalled retirees, and standby civilian recruitment. (XO)

Current Manning:

Civilians:

Military:

Mobilization Manning:

Civilians:

Military:

Active:

IMA :

ASSISTANT TO THE SECRETARY OF DEFENSE (ATOMIC ENERGY)

I. AGENCY MOBILIZATION PLANNING COORDINATOR. Executive Assistant, 3E1074, 697-5561.

II. PLANNING RESPONSIBILITIES

Provide advice on nuclear and chemical development, manufacture, storage, and operational program matters; the strategies for weapon development, manufacture, deployment, and survivability; the physical security of DoD nuclear and chemical facilities, in coordination with USD(P) and the Military Departments; and the interaction with the DoE and FEMA in coordination with USD(P) to obtain advice and support. (DoD Directive 5148. 2) (ATSD(AE)) (TBP)

A. Provide technical advice and assistance regarding capabilities and limitations of nuclear and chemical weapons in stockpile to include:

-- Locations

--- Quantities

-- Yields and/or effects

-- Delivery methods

B. In conjunction with DoE, provide assessments of the utility of damaged weapons in stockpile.

C. Provide advice on the relocation of portions of the stockpile to meet operational needs during conflicts.

D. In conjunction with DoE, provide estimates of accelerated nuclear weapon production capabilities.

E. Provide estimates of the consequences of the emergency destruction of nuclear weapons.

F. Provide advice and recommendations concerning impact of chemical warfare attack on U.S. and allied forces, and the reallocation of chemical defensive equipment to meet most critical needs.

G. Provide technical advice concerning the use of chemical weapons.

H. Provide advice about national policies and international and/or bilateral agreements concerning employment of nuclear weapons.

III. CRISIS RESPONSIBILITIES

Execute items under Section II, above.

IV. WARTIME RESPONSIBILITIES

Execute items under Section II, above.

V. MANNING REQUIREMENTS

Current Manning:

Civilians:

Military:

Mobilization Manning:

Civilians:

Military:

Active:

IMA :

DEFENSE COMMUNICATIONS AGENCY (DCA)

I. AGENCY MOBILIZATION PLANNING COORDINATOR:

Resource Management Directorate, Corporate Planning Division, Code H655, Building 12, Room B245, 692-2765.

II. PLANNING RESPONSIBILITIES:

A. Review the Agency mission and identify specific mobilization responsibilities to be included in the DoD Master Mobilization Plan (MMP). (DoD Directive 5105. 19) (Code H655) (TBD)

B. Develop and maintain a Wartime Manpower Planning System (WARMAPS) to support DCA during all levels of mobilization. (DoD Instruction 1100.19) (H644) (TBD)

1. Coordinate the submission of Wartime Military Manpower requirements. (**) (**) (DCAI 640-120-1)

2. Communicate Wartime Military Manpower requirements to the Secretaries of the Military Departments. (-) (**) (**) (TBD)

3. Coordinate the submission of Wartime Civilian Manpower requirements to ASD (FM&P). (**) (**) (**) (TBD)

4. Develop policies and procedures for wartime contractor support. (**) (**) (**) (TBD)

c. Develop funding guidance procedures and support based on OSD instructions for mobilization funding. (DoD Directive 5105.19) (H620) (TBD)

D. Plan the Defense Communications Systems (DCS) to meet the long-haul, point-to-point, and switched network telecommunications requirements of the National Command Authorities (NCA), the Department of Defense, and as authorized and directed other Governmental Agencies, in support of mobilization. (DoD Directive 5105.19) (B200) (TBD)

1. Participate in all C^J mobilization planning activities with OSD, JCS, DoD Components, CINCS, NCS, and commercial vendors. (DCAC 640-45-21) (**) (**) (TBD)

2. Collect and analyze mobilization telecommunication requirements for the DCS submitted by the JCS, Unified and Specified Commands, Military Departments, and other DoD and Governmental Agencies. (**) (**) (**) (TBD)

3. Review anticipated modifications to OJCS and CINC requirements during mobilization, DCS survivability and responsiveness, and decision processes, including criteria to be used when requirements exceed assets. (DoD Directive 5105. 19) (**) (**) (TBD)

4. Review all JCS, CINC, Military Departments, and other DoD Agency mobilization plans tasking DCA. (DCAA 640-45-21) (**) (**) (TBD)

5. Coordinate the DCS FYP to include project prioritization with the JCS, Military Departments, and CINCS. (**) (**) (**) (TBD)

6. Develop policy and plans for accelerated procurement of leased communications circuits, services, facilities, and equipment for the Department of Defense, where authorized, and for other Government Agencies, as directed by the Secretary of Defense, in support of mobilization. (DoD Directive 5105.19) (DECCO) (**)

7. Nominate facilities. for inclusion in the Key Asset Protection Program. (DoD TBP) (B200) (**)

E. Formulate a continuity of operations plan to ensure responsiveness of the DCA during mobilization. (DoD Directive 3020. 26) (N100) (**)

F. Formulate PPBS packages for resources to support mobilization. (**)
(N100) (**)

III. CRISIS RESPONSIBILITIES:

A. Develop Manpower Requirements to support DCA crisis responsibilities. Obtain OSD relief from manpower ceilings and/or budget constraints. (DoD Instruction 5105.19) (H644) (TBD)

B. Evaluate and develop funding guidance and procedures to support crisis responsibilities and forward funding requirements to OSD. (**)
(H620) (**)

c. Ensure DCS responsiveness to the mobilization requirements of the NCA, the Department of Defense, the JCS, the CINCS, and all other authorized users, to include management of communications support of the national emergency preparedness functions. (DoD Directive 3020. 26) (N100) (**)

1. Allocate, modify, realign and/or reengineer the DCS in response to revised JCS and CINCS communications requirements. (DoD Directive 5105.19) (**)
(**)

2. Task DCA area and place service orders with commercial vendors. (**)
(**)

3. Monitor requests to the JCS from the CINCS for deployment and use of controlled communications equipment. Assist the JCS in supporting the CINC's requirements. (**)
(**)

4. Procure leased communications services and implement plans for accelerated procurement. (**)
(DECCO) (**)

IV. WARTIME RESPONSIBILITIES:

A. Implement wartime funding policies and procedures, forward funding requirements to OSD, and provide rapid dissemination of approved funding. (**)
(H620) (**)

B. Ensure DCS responsiveness to the wartime requirements of the NCS, the Department of Defense, the JCS, the CINCS, and all other authorized users, to include management of communications support of the national emergency preparedness functions. (**)
(N100) (**)

1. Allocate, modify, realign and/or reengineer the DCS in response to revised JCS and CINCs communications requirements. (**) (**) (**)

2. Task DCA area and place service orders with commercial vendors. (**) (**) (**)

3. Monitor requests to the JCS from the CINCs for development and use of controlled communications equipment. Assist the JCS in supporting the CINC's requirements. (**) (**) (**)

4. Procure leased communications services and implement plans for accelerated procurement. (**) (DECCO) ('-)

V. MOBILIZATION STRUCTURE AND/OR CONSIDERATIONS :

A. Review DCA functions and organizations to identify non-essential activities. (DoD Instruction 1100.19) (H642) (DCAI 640-120-1)

B. Establish an Agency manning plan. (**) (H644) (**).

Current Manning:

Civilian: 2024
(Recalled Reservists) TBD*
(Recalled military retirees) TBD*

Military: 1945
(Active duty) 1945
(Part time) N/A
(Preassigned retirees) N/A

Mobilization Manning:

Civilians: 2023

Military: 2160
Recalled military
retirees) TBD*

c. Support exercises which operate at a mobilization level. DCS deficiencies are upgraded if any weaknesses are discovered during the exercise. (DoD Directive 5105.19) (B200 in conjunction with N100) (**)

DEFENSE LOGISTICS AGENCY (DLA)

I. AGENCY MOBILIZATION PLANNING COORDINATOR:

Office of Policy and Plans (DLA-L), 3A290, 274-6336.

II. PLANNING RESPONSIBILITIES: .

A. Based on mobilization requirements established by the Services, develop mobilization plans to support the Military Departments and other authorized customers with DLA-managed materiel and services. (DLA-L is the primary office for Contingency Planning within DLA. The DLA Charter DoD Directive 5105.22 is the authority for all DLA Planning, Crisis and Wartime Responsibilities. The DLA Mobilization Plan (DLAMP) is the primary agency mobilization document.) (DoD Directive 5105. 22) (DLA-L) (DLAMP)

1. Obtain Service mobilization requirements from Service logistics planners. (**) (**) (**) (DLAMP) (DLA-L) (DLAMP)
2. Disseminate planning guidance and appropriate Service requirements to DLA staff. (DLAMP) (DLA-L) (DLA Contingency Planning System)
3. Provide guidance to the DLA staff on utilization of ADP and computer simulation techniques. (**) (DLA-L, DLA-Z) (DLAMP)
4. Develop appropriate computer simulation models to support mobilization planning. (DoD Directive 5105.22) (DLA-L) (TBP)
5. Formulate and disseminate to DLA staff, supply centers, depots, and Defense Contract Administration Services Regions funding and fund control policies required to support mobilization. (**) (DLA-C , DLA-G) (DLAMP)
6. Prepare analysis of requirements submitted by the Services related to supply, contract management, quality assurance, and property disposal. (**) (HQ DLA Principal Staff Elements) (**) (DLAMP)
7. Identify shortfalls and evaluate impact on DLA readiness and capabilities to execute DLA mobilization plans in relation to: communications, equipment requirements, maintenance requirements, inter-service support agreements, and local procurement and/or base operation supply. (**) (DLA Staff) (DLAMP)
8. Develop DLA military and civilian manpower requirements for mobilization. (**) (DLA-K, DLA-L) (DLAMP)
9. Develop estimates of DLA facilities, equipment, and funds required to support full mobilization. (DLAMP) (DLA-C, DLA-W) (TBP)
10. Develop an overall supply and transportation estimate to support mobilization requirements for DLA-managed Materiel. (DoD Directive 5105.22) (DLA-0) (**).
11. Develop an overall assessment of DLA capabilities and readiness to support Service mobilization plans. (DLAMP) (DLA-L) (TBP)

12. Develop procedures for selectively suspending and/or modifying materiel management policies and procedures, in order to facilitate expansion of wholesale-level supply support capacity. (DoD Directive 5105.22) (DLA-0) (**)

B. Maintain and control a reserve of industrial plant equipment to meet peacetime and mobilization needs of the Armed Forces, in accordance with OASD (P&L) policy. (P.L. 93-155) (DLA-0) (DoD Directive 5105.22)

1. Analyze mobilization requirements submitted by the Services for industrial plant equipment. (DIPEC) (DLA-0) (DoD Directive 5105.22)

2. Develop estimates of DLA capabilities (with funding needs) to meet industrial plant equipment requirements. (**) (**) (**)

c. Conduct industrial preparedness planning in assigned areas of responsibility. (DoD Directive 5105.22) (DLA-P, DLA-A) (DoD Directive 4005.1, DoD 4005.3-M, DoD Instruction 4005.3, Industrial Preparedness Planning)

1. Develop policies and procedures related to contracting and production matters. (DoD Directive 5105.22) (DLA-P) (**)

2. Develop and provide guidance in the use of the Defense Priority and Allocation System (DPAS). (*) (DLA-P) (DLA-A) (DoD 4400.1-M)

3. Using CINC and Service Critical Item Lists (CIL) and Industrial Preparedness Planning Lists (IPPLs), develop an IPPL for D,U-managed items. (**) (DLA-P) (**)

4. In conjunction with the Services, compute time-phased production requirements for DLA-managed IPPL items. (**) (DLA-P; DLA-0) (**)

5. Conduct production planning and industrial facility surveys with planned producers for DLA-managed IPPL items. (**) (DLA-A) (**)

6. Maintain a Register of Planned Emergency Producers (RPEPs). (**) (DLA-A) (DoD 4005.3-H)

7. Perform an annual Production Base Analysis (PBA) and provide the PBA to ASD (P&L). (**) (DLA-P) (**)

8. Propose Industrial Preparedness Measures (IPMs), as appropriate. (**) (DLA-P) (**)

9. Nominate industrial facilities for inclusion in the Key Assets List, as appropriate. (**) (**) (**)

10. Participate in DoD and Department of Commerce (DoC) panels for assessing industry capacity through DoD and/or DoC sector studies or DoC Industry Evaluation Board (IEB) studies. (**) (DLA-A) (**)

I. AGENCY MOBILIZATION PLANNING COORDINATOR :

II. PLANNING RESPONSIBILITIES:

1. Maintain within the Agency an organization with responsibility to identify, review, and focus on mobilization issues within DMA's functional areas of responsibility for partial, full, and total mobilization. (DoD MPP) (PRP) (DMA MP)

3. Coordinate DMA mobilization plans with OSD staff elements, OJCS, Military Departments, defense Agencies, and other Federal Agencies, as appropriate. (**) (**) (**)

4. Establish procedures, new current legislation, standby legislation, and emergency authorization documents to execute mobilization decisions.
(**) (GC) (**)

B. Provide MC&G support to the Secretary of Defense, the JCS, the Military Departments, the Defense Agencies, and the commanders of the unified and specified commands. (DoD Directive 5105.40) (Director DMA) (DMA MP)

1. Provide commanders of unified and specified commands with operational levels of MC&G products and with stocks sufficient to meet initial force and immediate mobilization war reserve requirements. (**) (PPD) (DMAINST 8680.1)

2. Support Military Department MC&G activities in developing and maintaining the capability to support the unified and specified commands.
(**) (ADD/P&D) (DMA MP)

3. Review adequacy of MC&G product coverage of the area of potential hostilities and areas of potential expansion, and upgrade deficient products, as necessary. Provide interim or substitute products where needed coverage does not exist or desired products cannot be made available within the required time frame. (**) (ADD/P&D) (**)

1. Provide commanders of unified and specified commands with operational levels of MC&G products and with stocks sufficient to meet initial force and immediate mobilization war reserve requirements. (**) (PPD) (DMAINST 8680.1)
2. Support Military Department MC&G activities in support of the unified and specified commands. (**) (ADD/P&D) (DMA MP)
3. Ensure adequacy of MC&G product coverage of the area of hostilities and areas of potential expansion, and upgrade deficient products, as necessary. Provide interim or substitute products where needed coverage does not exist or desired products cannot be made available within the required time frame. (**) (**) (**)
 4. Execute and maintain emergency plans and procedures for increased data collection and increased production and distribution of MC&G materials to ensure satisfaction of urgent requirements. (**) (**) (**)
 5. Ensure the maintenance, protection, and retention of MC&G world-wide data base, reference materials, and reproducible copies of existing products. (**) (**) (**)
 - B. Execute plans for the emergency employment by DMA of the MC&G assets of the National Oceanic and Atmospheric Administration and the U.S. Geological Survey. (**) (**) (**)
 - C. Execute MC&G cooperative plans in concert with allied nations. (**) (PPE/ADD/P&D) (**)
 1. Implement existing host nation support agreements and bilateral memoranda of understanding with respect to existing mutual support and/or production capabilities. Identify MC&G shortfalls for which host nation support is needed to support the crisis requirement. (**) (**) (**)
 2. Identify allied national MC&G shortages to be provided by U.S. MC&G assets under bilateral agreements. (**) (PPE) (**)
 - D. Utilize prepositioned and other war reserves of MC&G products to support crisis needs. (**) (PPD) (**)
 1. Program DMA MC&G resources to satisfy unified and specified command requirements for war reserve support. (**) (ADD/P) (DMAINST 8680.1)
 2. Procure, hold, and maintain MC&G war reserve stocks at prescribed stock levels and configurations as agreed to with the unified and specified commands; release stocks for crisis use upon command notification. (**) (PPD) (DMA MP)

E. Execute plans for accelerated procurement of critical supplies needed to fulfill emergency requirements generated by the crisis. (**) (FL) (**)

IV. WARTIME RESPONSIBILITIES

A. Provide MC&G support to the Secretary of Defense, the Joint Chiefs of Staff, the Military Departments, Defense Agencies and commanders of the unified and specified commands as required for wartime mobilization. (DoD Directive 5105.40) (Director, DMA) (**)

1. Provide commanders of unified and specified commands with operational levels of MC&G products and with stocks sufficient to meet initial force and immediate mobilization war reserves requirements. Provide for replenishment of stocks as war reserves are depleted. (**) (PPD) (DMAINST 8680.1)

2. Support Military Department MC&G activities in support of unified and specified commands. (**) (ADD/P&D) (DMA MP)

3. Ensure adequacy of MC&G product coverage of the area of hostilities and areas of potential expansion, and upgrade deficient products as necessary. Provide interim or substitute products where needed coverage does not exist or desired products cannot be made available within the required time frame. (**) (**) (**)

4. Execute and maintain emergency plans and procedures for increased data collection and increased production and distribution of MC&G materials to ensure satisfaction of urgent requirements under wartime mobilization. (**) (**) (**).

5. Ensure the maintenance, protection, and retention of MC&G worldwide data base, reference materials, and reproducible copies of existing products. (**) (**) (*).

B. Provide MC&G support to the merchant marine (including National Defense Reserve Fleet and allied shipping) supporting mobilization. (**) (Director, DMA) (**)

1. Ensure maintenance of sufficient stocks of MC&G products to meet mobilization requirements of the merchant marine. (**) (PPD) (**)

2. Augment manpower levels of existing offices and issue points to meet expanded and dispersed distribution requirements. (**) (PPD/CMM) (**)

c. Ensure fulfillment of MC&G requirements for Civil Reserve Air Fleet aircraft. (**) (PPD) (**)

D. Execute plans to provide entry-level and refresher MC&G training for military and civilian DoD personnel. (**) (PPE/POC) (**)

V. MOBILIZATION STRUCTURE (MANNING)

A. Increase military manning at selected distribution points with Joint Mobilization Augmentation positions. (DoD Directive 5105.40) (POM) (DMA MP)

B. Backfill vacated military positions with individual mobilization augmenters or reactivated retirees, as appropriate. (**) (**) (**) (**) (pot) (pot) (pot)

C. Increase civilian workyears required to meet accelerated production commitments, through either use of overtime or increased hiring, as necessary. (**) (pot) (pot) (pot)

D. Execute the national emergency standby recruitment of civilian personnel to meet manpower needs. (FPM910) (POC) (DMAINST 3005.6)

E. Manning Requirements:

Current Manning:

Civilians: 9302

(Recalled Reservists):
147*

(Recalled Military
Retirees): 292*

(Members of National
Guard Units): 72*

Military: 480

(Active Duty): 480

(Part time): 0

Mobilization Manning:

Civilians. 9302

Military 513

*Current as of 5 June 1986. Military retirees are under age 60.

DEFENSE NUCLEAR AGENCY (DNA)

I. AGENCY MOBILIZATION PLANNING COORDINATOR:

Deputy Director for Operations and Administration (DDOA), Headquarters, DNA, 6801 Telegraph Road, Alexandria, Virginia, 22310-3398, (202) 325-7065, or AUTOVON 221-7066.

II. PLANNING RESPONSIBILITIES:

A. Provide planning support to the JCS on the operational aspects of the composition of the nuclear stockpile and the allocation and deployment of nuclear weapons. (DoD Directive 5105.31, Nuclear Weapons Stockpile Memorandum, JCS 2430/---) (DNA/OPSM) (DNA Joint Manpower Program (JMP), Nuclear Stockpile Report RCS: HQ DNA (OSD) 28M).

B. Advise the Under Secretary of Defense for Acquisition (USD(A)) on required and ongoing DoD nuclear weapons effects research and nuclear weapons test programs. (DoD Directive 5105.31) (DNA/DDST, AFRRI, FCDNA) (DNA-JMP; DNA Instruction (TBP)).

C. In conjunction with DoE and USD(A), plan for the resumption of nuclear testing in the environments now prohibited by the Limited Test Ban Treaty. (Limited Test Ban Treaty - Safeguard C) (Director, DNA) (DoD Transition Plan for Revised Safeguard C Support, 21 April 1976; MOU Between the DoE and the Department of Defense on Manning and Support for Safeguard C and Conduct of Nuclear Weapons Tests Outside the North American Continental Limits, September 1984).

D. Advise the Assistant to the Secretary of Defense (Atomic Energy) on nuclear weapon activities associated with technical nuclear safety, nuclear weapon logistics, the application of nuclear energy in non-weapon fields, the transmission of information to appropriate Congressional committees, and on agreements between the Department of Defense and the DoE on nuclear matters. (DoD Directive 5105.31) (Director, DNA) (DoD Directive 3150.2, DNA MP-II (TBP)).

E. Train emergency staff to support the NCA, the JCS, the Military Departments and the nuclear CINCS with nuclear stockpile status information and nuclear weapons effects technical information. (JCS COOP) (DNA/DDOA) (DNA COOP).

F. In conjunction with JCS, the military Services and the DoE, plan for expediting production of nuclear weapons. (JAI 3000.1K) (DNA DDOA, DDST) (TBD).

G. Develop Level II mobilization plans to support the overall DoD mobilization effort. (DoD MMP) (DNA/OAOP) (TBD).

III. CRISIS RESPONSIBILITIES:

A. Be prepared to activate the Emergency Staff to provide nuclear weapon stockpile information to the NCA and the JCS. (JCS COOP) (DNA/OAOP) (DNA COOP).

B. Be prepared to issue instructions on behalf of JCS to raise the national stockpile of nuclear weapons to maximum operational availability. (JAI 3000. 1K) (DNA/OAOP) (DNA COOP, Emergency Staff SOP (TBP)).

c. Continue those peacetime (Section II, above) responsibilities as maybe decided by JCS, USD(A) and ATSD(AE) or other competent authority. (DoD Directive 5105.31, DoD MMP) (Director, DNA) (DNA MP-II (TBP)) .

D. Execute Level 11 mobilization plans, as required. (DoD MMP) (Director, DNA) (DNA MP-II (TBP)).

IV. WARTIME RESPONSIBILITIES: Same as Section III, above.

v. MANNING REQUIREMENTS:

CURRENT MANNING (FY 86):

Civilians: 798

Military: 563

Active Duty: 563

MOBILIZATION WING:

(No change foreseen at this time)

Civilians: 798

Military: 563

ASSISTANT SECRETARY OF DEFENSE COMPTROLLER (ASD(C))

I. AGENCY MOBILIZATION PLANNING COORDINATOR :

Overall Coordination, and Contracting Audit and/or Cost Control Coordination: Directorate for Planning, Review and Analysis /OASD(C) CA&CC, Room 4B929 , 697-4998.

Management Systems Coordination: Directorate for IRMSystems/OASD(C)MS, Room 1C535, 695-5679.

Program and/or Budget Coordination: Directorate for Construction, OASD(C)P/B, Room 3B866, 697-4133.

II. PLANNING RESPONSIBILITIES:

A. Plan for crisis implementation of the Planning, Programming, and Budgeting System (PPBS). (DASD(P/B) , DASD(CA&CC) , DASD(MS))

1. References:

NOTE : These references apply throughout for ASD(C) responsibilities. They provide authorities and implementation policies and procedures. Additional references are cited when applicable to specific tasks.

a. DoD Instruction 7045.7, "Implementation of the Planning, Programming, and Budgeting System," May 23, 1984

b. DoD Directive 7045.14, "The DoD Planning, Programming, and Budgeting System," May 22, 1984

c. DoD Instruction 7250.10, "Implementation of Reprogramming of Appropriated Funds," January 10, 1980

d. DoD Instruction 7250.XX, "Reprogramming Procedures for Military Construction and Family Housing," (TBP)

e. JCS Memorandum of Policy No. 136, September 1982, "Joint Program and Budget Procedures"

f. Secretary of Defense Memorandum, January 12, 1984, "OSD Planning, Programming and Budgeting (PPB) Crisis Management Procedures"

g. Secretary of Defense Memorandum, April 7, 1979, "Establishment of the Defense Resources Board"

h. DoD 7110-1-M, "Budget Guidance Manual," July 1985

B. Plan for the Defense Automation Resources Information Center in DLA to obtain up-to-date ADP equipment inventories to be stored at multiple alternate sites for use by surviving battle staffs:

1. DoD Components inventory from Defense Automation Resources Information Center in DLA.

2. Other government Agencies inventories from the General Services Administration.

3. Private sector inventories from FEMA. (DASD(MS))

C. Expand inventory data to reflect information that shall enable quick referral of requests for the location that can be used to process computer workload when the original site is no longer operative:

1. Excess time that is available for use by others.

2. Specific computer operating system and version in use on each computer; etc. (DASD(MS))

D. ASD(C) shall develop and publish policy guidance for the Department of Defense to ensure that Automated Information System (AIS) planning provides for the capabilities necessary to effectively support essential DoD mission requirements during periods of emergency. (DEPSECDEF Memorandum, February 20, 1986) (DASD(MS))(TBP)

III. CRISIS RESPONSIBILITIES:

A. Provide funding and accounting guidance, procedures, and support to DoD Components. (DASD(P/B) , DASD(CA&CC) , DASD(MS))

1. Establish liaison with Military Departments and Defense Agencies to ensure coordinated and uniform methods of approach to financial aspects of mobilization requirements.

2. Maintain a list of funding flexibilities potentially useful to Defense Agencies during emergency situations.

3. Issue general alert to Military Departments and Defense Agencies of potential submission of mobilization funding requirements when such mobilization appears imminent.

4. Request from the Services any revision and/or reduction in accounting reports.

5. Request from the Services any additional transfer and/or reprogramming authorities, relief from limitations, ceilings, floors, apportionment controls, and other legislative restrictions.

B. Arrange for data on the availability of existing DoD information technology. (DoD Directive 7950.1 and DoD 7950. 1-M) (DASD(MS))

1. Charge the Defense Automation Resources Information Center in DLA to respond to authorized DoD Component inquiries on (1) the availability of excess computer time in the Department of Defense and (2) the whereabouts of specific types of ADP equipment within the Department of Defense.

c. Reduce nonessential information collection and dissemination. (DoD Directive 5300.19). (DASD(MS))

1. Consult with OSD principal staff assistants to identify and act on OSD-imposed information reporting requirements that can be suspended.

2. Charge DoD Components to identify and act on internally-imposed information reporting requirements that can be suspended.

IV. WARTIME RESPONSIBILITIES

A. Determine and formulate solutions to funding requirements during hostilities. (DASD(P/B) , DASD(CA&CC) , DASD(MS))

1. Establish liaison with Military Departments and Defense Agencies to develop timing, format, and data to be provided concerning resource requirements.

2. Evaluate Military Department and Defense Agency requests for additional resources and adjust as necessary.

3. Determine appropriate methods for expeditiously funding additional requirements.

4. Process adjusted requests for resources using the most expeditious methods for evaluating and submitting to the appropriate authority for approval.

5. Provide rapid processing of funding request approvals to Military Departments and Defense Agencies.

6. Coordinate with ASD(P&L) and the Services on changes to the stock and industrial fund operations.

B. Arrange for data on the availability of existing DoD information technology. (DoD Directive 7950.1 and DoD 7950.1-M). (DASD(MS))

1. Charge the Defense Automation Resources Information Center (DARIC) in DLA to respond to authorized DoD Component inquiries on (1) the availability of excess computer time in the the Department of Defense and (2) the whereabouts of specific types of ADP equipment within the Department of Defense.

2. Coordinate with Acquisition Executive in the allocation of scarce and critical ADP equipment and commercial software.

C. Reduce nonessential information collection and dissemination. (DoD Directive 5000.19) (DASD(MS))

1. Consult with OSD Principal Staff Assistants to identify and act on OSD-imposed information reporting requirements that can be reduced or eliminated.

2. Charge DoD Components to identify and act on internally-imposed information reporting requirements that can be reduced or eliminated.

3. Work with DoD Components to identify legally mandated reports and to request that Congress suspend the requirements.

D. Streamline oversight processes to accelerate the deployment of automated information systems. (DoD Directive 7920.1 and DoD Instruction 7920.2) (DASD(MS))

1. Expedite OSD milestone approval of major automated information systems that are critical to defense mission fulfillment.

2. Identify major automated systems that can be delegated to DoD Components for milestone approval.

V. MOBILIZATION STRUCTURE AND/OR CONSIDERATIONS

A. The Crisis Management Council (CMC) is the vehicle through which the ASD(C) and other principal advisors shall advise the Secretary of Defense on planning, programming, and budgeting issues during crisis. In effect, the CMC is an executive committee of the Defense Resources Board (DRB) and ensures that recommendations submitted to the Secretary during Crisis shall be scrutinized for their programmatic impact. The DoD Program Review Group (PRG) supports the DRB during peacetime and is incorporated into the OSD CMC when the latter is activated.

B. Emergency authorities are designed to expedite existing authorities and procedures. These authorities are specifically legislated by Congress to provide flexibility in crisis for resource allocation while retaining Congressional oversight of the allocation process.

C. Workload in crisis shall expand significantly. , Procedures have been developed to expedite resource funding actions such as preformatted emergency authorities implementation documents.

D. Information systems workload will surge beyond planned capacity at military ports and terminals, bases and stations , military maintenance facilities, and recruit processing centers.

E. Information systems facilities at other Government Agencies, State and local governments, and in the private sector could be made available to defense establishments when needed in an emergency.

Manning Requirements

Current Manning:

Civilians: 223

Military: 7

Mobilization Manning:

Civilians: 223

Military: 7

Active:

IMA :

TABLE 1

EMERGENCY AUTHORITY	TYPE ACTION	REFERENCES	SECDEF ACTION	OASD(C) ACTION
BUDGET SUPPLEMENTAL	Additional appropriation requests to meet urgent requirements.	"Budget Guidance Manual," 7110-1-M (Note: applies throughout)	Determine need. Ltr. to OMB for approval.	Evaluate. Prep supplemental. Prep SECDEF.
BUDGET AMENDMENT	Revision of Budget after submission, before appropriation.	"Budget Guidance Manual," 7110-1-M	Determine need. Ltr. to OMB for approval	Evaluate. Prep amendment. Prep SECDEF .
REPROGRAMMING	(1) Reprogram funds within appropriation. (2) Revise thresholds.	DoD Instruction 7250.10	(1) Approve. DD1415 to Congress for re-programming above threshold .	(1) Evaluate. Prep SECDEF. (2) Approve. Ltr. to FMS.
TRANSFER AUTHORITY (Reprogramming action)	Transfer between appropriations.	DoD Appropriation Act. DoD Instruction 7250.10	Determine need. Ltr. Service Secretaries Ltr. to OMB for approval. DD 1415 to Congress.	Evaluate. Prep SECDEF.
DEFICIENCY AUTHORITY	Deficiency obligations for 'food and forage.'	Revised Statutes (41 U.S.C. 11) Sec. 3732 DoD Directive 7220.8	Approve. Ltr. to Congress. Ltr. to OMB. Ltrs. to Service Secs.	Evaluate. Prep SECDEF.
EMERGENCY MILCON	Construction vital to national security. Requires normal reprogramming.	10 U.S.C. 2803	Approve. Ltr. to Congress (Also, Service Secretaries have authority.)	Prep reprogramming action.
MILCON CONTINGENCY AUTHORITY	Transfer of funds for construction for national security needs.	10 U.S.C. 2804 MILCON Appropriation Act.. DoD Directive 4270.32	Approve. Ltr. to Congress.	Evaluate Prep SECDEF.

TABLE 1, continued

EMERGENCY AUTHORITY	TYPE ACTION	REFERENCES	SECDEF ACTION	OASD(C) ACTION
MILCON CRISIS AUTHORITY	Construction vital to national security in war, emergency within appropriation funds.	10 U.S.C. 2808, "National Emergency Act." 50 U.S.C. 1601	Approve. Ltr. to Congress.	Evaluate. Prep SECDEF.
APPORTIONMENT EXCEPTIONS	Obligate at increased rates.	31 U.S.C. 1512	Requires President approve spe- cific exempt approps. (thru OMB) . Ltr. to Congress.	Evaluate. Prep SECDEF.
EMERGENCY FUNDS MECHANISMS	Not available now, models for future initia- tives.	(Prior to 1980) Defense Contin- gency (RVN) Defense and SEA Emergency Funds .	Request from President, Congress.	Evaluate. Prep SECDEF.
E&E EXPENSES	Confidential military uses.	O&M appropria- tions. 10 U.S.C. 140	Approve for Defense Agen- ties. Service Secretaries approve own. Report to Congress.	Evaluate. Prep SECDEF.
MINOR MILCON	Minor con- struction.	10 U.S.C. 2805	Approve. Report to Congress and Service Secretaries.	Evaluate. Prep SECDEF.
WORKING CAPITAL TRANSFER AUTHORITY	Transfer funds between IF & SF.	DoD Appropriation Act .	Determine need. Request OMB approval. Ltr. to Congress.	Evaluate. Prep SECDEF.

ASSISTANT SECRETARY OF DEFENSE (FORCE MANAGEMENT AND PERSONNEL) (ASD(FM&P))

I. AGENCY MOBILIZATION PLANNING COORDINATOR : Mobilization Planning and Requirements, OASD(FM&P) (MP&R) , 3D826 , 695-0711.

II. PLANNING RESPONSIBILITIES:

A. Provide oversight to the. military mobilization planning and execution process. (DoD Directive 5124.2) (DASD(MPR)) (DoD MMP, DoD Directives 1100.18 and 1404.10 and DoD Instruction 1100.19)

1. Appoint a coordinator, and establish a structure and and process for mobilization planning. (DoD Directives 5124.2 and 3020.36 (draft)) (**) (DoD MMP)

2. Develop and maintain, with the assistance of other DoD Components, the DoD Master Mobilization Plan and ensure integration of supporting (Level II) plans. (DoD Directive 3020.36 (draft)) (**) (**)

3. Advise and assist in the preparation of legislative programs in support of military mobilization. (DoD Directive 5124.2) (DASD(RM&S)) (N/A)

4. Review manpower expansion plans developed in support of the MMP for adherence to equal opportunity guidelines and legislation. (**) (DASD(EO)) (N/A)

5. Establish, in conjunction with the services, guidance for interservice coordination at installation level in those areas where two or more Services are colocated with, and in competition with, civilian industry for scarce, local resources at mobilization. (**) (DASD(MPR)) (TBP)

B. Establish, in coordination with OUSD(P), OUSD(R&E), OASD(P&L), OJCS, and the Military Departments, a structure for conducting force expansion mobilization planning. (DoD Directive 5124.2) (DASD(RM&S)) (TBP)

c. Establish procedures for determination and validation of Military Department and Defense Agency mobilization manpower (military and civilian) demand and supply. (DoD Directive 5124.2) (DASD(MPR)), (DoD Directive 1100.18)

1. Establish the assumptions, responsibilities, policies, and concepts for peacetime management of DoD manpower resources (military and civilian) to-meet projected wartime demand. (DoD Directives 1100.18 and 1100.4) (**) (DoD Instruction 1100.19)

2. Develop and promulgate procedures for rapid estimation of time-phased manpower requirements, demand and supply for the DG planning scenarios or any crisis at hand. Assist the Military Departments in emergency manpower allocation planning. (DoD Directive 1100.18) (**) (**)

D. Formulate, review and/or provide guidance for the development of plans and procedures for the transfer of selected Agencies, organizations, and personnel within the Executive Branch, as listed below: (DoD Directive 5124. 2) (DASD(MPR)) (EAP TBP)

1. Transfer U.S. Coast Guard from DoT to the Navy.
2. Transfer Federal Aviation Administration (FAA) from DoT to the Air Force.
- 3 . Transfer National Oceanic and Atmospheric Administration (NOAA) to Defense Mapping Agency (DMA).
4. Transfer of uniformed members of the Public Health Service to the Department of Defense.
5. Transfer other Agencies, as directed.

E. Establish, in coordination with OASD(RA) and OASD(MM&PP), policy guidance for managing and mobilizing retired military personnel. (DoD Directive 5124.2) (DASD(MPR)/DASD(MMPP)) (DoD Directive 1352.1)

F. In coordination with the American Red Cross (ARC) and OASD(MM&PP), develop contingency plans for ARC military family support requirements during mobilization. (DoD Directive 5124.2) (DASD(FSE&S)/DASD(MMPP)) (TBP)

G. In conjunction with DASD(RM&S) and DASD(CPP), develop policies, procedures, and options, and identify Military Department prerogatives for manpower resources. (DoD Directive 5124. 2) (DASD(MM&PP)) (TBP)

1. Provide guidance and review planning of the Military Departments with respect to military leave, separations, and reassignment policies in a mobilization. (**) (DASD(MM&PP)O&EPM) (TBP)

2. Review military prisoner and correction facility policies to include restoration to duty, parole , clemency, and deserter apprehension, and determine changes needed to support mobilization. () (DASD(MM&PP)LLP) (DoD Instruction 1325.4)

3. Review officer and enlisted promotion and grade ceiling policies and statutes, determine necessary changes, and prepare appropriate standby documentation to support mobilization. (**) (DASD(MM&PP)O&EPM) (TBP)

4. Review compensation and bonus programs to include base pay, proficiency and hazardous duty pay, enlistment bonuses and reenlistment bonuses, and determine changes needed to support mobilization. (**) (DASD(MM&PP)COMP) (37 U.S.C. 1008(A) & 1008(B)- Annual Reports to Congress)

5. Review morale, welfare, and recreation policies and determine changes needed to support mobilization. (**) (DASD(MM&PP)PA&S) (TBP)

3. Define the decision process in regard to noncombatant evacuation. (**) (**) (TBP)

J. Ensure the DoD Components plan adequately to meet the training and education requirements of rapid or graduated expansion during conditions of mobilization. (DoD Directive 5124.2) DASD(MM&PP)TP &ED) (N/A)

1. Review Service capability to accommodate the projected mobilization training base expansion requirements. (**) (DASD(MMPP)) (TBP)

2. Review projections of Service ability to conduct effective unit training upon mobilization. (**) DASD(MM&PP)TP) (TBP)

3. Review Service plans for adjusting professional development education programs. (**) (DASD(MM&PP)ED) (TBP)

4. Review Service plans to expand officer acquisition training, enlisted initial, and/or recruitment and specialized skill training. (**) (DASD(MM&PP)TP) (TBP)

5. Review Service plans for adjusting voluntary education programs. (**) (DASD(MM&PP)ED) (TBP)

6. Review Service plans for adjusting "basic skills education programs" during mobilization. (-) (DASD(MM&PP)ED) (TBP)

7. Review Service plans for acceleration of Service Academy resources and other officer procurement programs. (**) (DASD(MMPP)ED) TBP)

K. Develop, in coordination with OGC, OASD(P&L), and DoL, rapid means for DoL and DoD contractors in time of mobilization to obtain issuance and renewal of variations, tolerances, and exemptions essential to national defense under the provisions of Section 16, P.L. 91-596, "Occupational Safety and Health Act of 1970." (DoD Directive 5124.2) (DASD(FSE&S)) (TBP)

1. Develop and submit legislation allowing the President (in time of mobilization) to delegate to the Secretary of Defense authority to issue such variations, tolerances, and exemptions as necessary. (**) (**) (TBP)

2. Develop and publish guidance and procedures for acquiring variations or exemptions from the standards issued under Section 6 of the "Occupational , Safety, and Health Act of 1970," for DoD and DoL contractors and/or subcontractors. (**) (**) (TBP)

L. Develop, in coordination with ODPA&E, a mobilization program and budget that will accommodate FM&P's functional areas or responsibility. (DoD Directive 5124. 2) (DASD(RM&S)) (TBP)

M. In conjunction with ODASD(MPR), plan and coordinate the development of procedures to expand DoD's civilian workforce rapidly during mobilization. (DoD Directive 5124.2) (DASD(CPP)) (DoD Directive 3005.6)

N. In coordination with ODASD(MPR), develop policy and guidance to reemploy civilian employees evacuated from a theater of operations, whenever their services are needed. (DoD Directive 5124.2) (DASD(CPP)) (DoD Directive 3005.6 and DoD Instruction 1100.19)

o. Develop policy and guidance to continue the peacetime services of DoD civilian employees in overseas locations where the continuity of such services is essential to the war effort. (DoD Directive 3005.6) (DASD(CPP)) (DoD Directive 1404.10)

P. Ensure the list of Emergency-Essential civilians overseas is updated annually. (DoD Directive 1404. 10) (DASD(CPP)) (N/A)

Q. Plan for and coordinate DoD's participation in the National Defense Executive Reserve Program (NDER). (DoD Directive 1400.31) (DASD(CPP)) (DoD Directive 1100.6)

R. In conjunction with ODASD(CPP), develop plans and procedures to obtain relief from peacetime statutory and administrative constraints on defense civilians in times of crisis. (DoD Directive 1400. 31) (DASD(RMS)) (TBP)

s. Develop plans, in conjunction with ODASD(CPP) and USD(A) to facilitate the distribution of manpower between the competing demands of DoD installations and defense industry. (DoD Directive 1400. 31) (DASD(RM&S)) (TBP)

T. Develop procedures and/or plans to ease the social and economic impacts occurring in the private sector as a result of mobilization. (DoD Directive 5124.2) (Director (EA)) (TBP)

1. Review mobilization plans to identify major shifts in manpower or logistics assets and provide estimates of the relative impact on the affected communities. (**) (**) (TBP)

2. Identify Federal resources that could be used during mobilization to minimize social and economic impacts, and establish a process to facilitate this utilization during mobilization. (**) (**) (TBP)

u. In conjunction with supporting components (Department of Defense and DoT), develop and maintain a mobilization plan for the Defense Equal Opportunity Management Institute (DEOMI) to allow for continued or expanded operations during crises and wartime. (DoD Directive 5124.2) (ODASD(MM&PP)MMO) (DEOMI Mob Plan - TBP)

V. Plan, support, coordinate, and participate in the exercise of FM&P functions in mobilization, deployment, and crisis management exercises, placing emphasis on testing the performance of critical AISs. (RM&S) (MMP, Subsection F.I., DoD Directive 3110.3)

W. Establish and maintain a "lessons learned" and "action items" list for evaluating progress and following up on needed improvement in FM&P AIS performance and mobilization preparedness to support essential FM&P functions on mobilization. (RM&S)

III. CRISIS RESPONSIBILITIES

A. Monitor social and economic impacts occurring in the private sector as a result of mobilization and focus resources to minimize these impacts. (DoD Directive 5124. 2) (Director (EA)) (N/A)

B. Allocate military manpower resources , and implement manpower resource policies , procedures, and options in coordination with the Military Departments. (DoD Directive 5124. 2) (DASD(RM&S) (MR)) (N/A)

1 . Initiate implementation of "Stop-Loss" procedures. (**) (DASD(MM&PP)PA&S) (TBP)

2. Implement military prisoner and correction facilities policies in support of mobilization. (**) (DASD(MM&PP)LLP) (TBP)

3. Convene a special meeting of Defense Advisory Committee on Women in the Service (DACOWITS) members to provide them with detailed information concerning the mobilization and solicit their advice and assistance for the SECDEF. (**) (DASD(MM&PP)AP and DACOWITS) (N/A)

4. In conjunction with DASD(MM&PP) obtain relief from statutory and administrative active military grade and strength ceilings during mobilization and allocate spaces among DoD Components. (**) (DASD(RM&S)) (TBP)

5. Align appropriate military personnel promotion and grade ceiling policies and statutes with mobilization force structure requirements. (**) (DASD(MM&PP)O&EPM) (N/A)

6. Implement crisis management procedures for compensation and bonus programs. (**) (DASD(MM&PP)COMP) (N/A)

7. Implement crisis management procedures for morale, welfare, and recreation policies. (**) (DASD(MM&PP)PA&S) (N/A)

8. Implement crisis management procedures for reporting casualties, military funeral support, POWs, and MIAs. (**) (**) (N/A)

c. Implement appropriate decision options and emergency action processes to resume conscription and the draft process. (MOU between the Department of Defense and SSS, and EAP) (DASD(MM&PP)AP) (TBP)

1. In coordination with OJCS and the Military Departments, determine the manpower shortfalls and ensuing draft quotas. (**) (DASD(MPR)) (TBP)

(**) (TBP)² With SECDEF approval, request SSS commence the lottery. (**) (TBP)

D. Implement noncombatant emergency evacuation procedures and monitor execution phase to determine what additional decisions are needed. (DoD Directive 5124.2) (DASD(MP&R)) (DoD Directive 5100.51 and EAP)

E. Monitor Military Department training and education programs and provide additional decisions as needed. (DoD Directive 5124.2) (DASD(MM&PP)TP and ED) (N/A)

F. Coordinate among the DoD Components to establish additional actions necessary to achieve total mobilization and force expansion. (DoD Directive 5124.2) (DASD(MPR)) (N/A)

G. Manage the variation and exemption process for the Department of Defense under the provisions of Section 16, P.L. 91-556, "Occupational Safety and Health Act of 1970. " (DoD Directive 5124.2) (DASD(FSE&S)) (N/A)

H. Coordinate and direct the implementation of appropriate FM&P crisis actions to support the current emergency and/or mobilization. (DoD Directive 5124.2) (DASD (MP&R)) (N/A)

I. Allocatte civilian manpower resources. (DoD Directive 3005.6) (DASD(RM&S)(P&CR))(TBP)

J. Represent the Secretary of Defense with FEMA, OPM, DoL, and other Federal Agencies to coordinate the allocation of the national civilian workforce. (DoD Directive 1400.31) (DASD(CPP))

K. Request relief from peacetime statutory and administrative constraints on civilian workforce policies, as appropriate. (DoD Directive 5124.2) (DASD (CPP)) (TBP)

L. In conjunction with DASD(FSE&S), monitor and assist, when required, the evacuation of non-essential civilians from the theater(s) of operations. (DoD Directive 1404. 10) (DASD(CPP)) (N/A)

M. When justified, request the Secretary of Defense to award to eligible DoD civilian employees serving overseas a danger pay allowance. (DoD Directive 1404.10) (DASD(CPP)) (TBP)

N. Continue to monitor the crisis, and assess the need to modify DEOMI curriculum and/or scheduling for all courses of instruction. Begin preparations, as necessary, to implement the DEOMI mobilization plan. (DoD Directive 5124.2) (ODASD (MM&PP)MEO) (N/A)

IV. WARTIME RESPONSIBILITIES

A. Manage the allocation of military manpower resources. (DoD Directive 5124.2) (DASD(RM&S)) (TBP)

1. Implement DoD Mobilization Manpower Acquisition Process. (ASD(MI&L) Memorandum dated 21 May 1985) (DASD(MM&PP)AP) (N/A)

2. Use MOU between SSS and DoD to augment and reinforce the SSS. (MOU between the Department. of Defense and SSS dated 1 October 1985) (**) (N/A)

3. In coordination with ASD(HA), implement DoD's mobilization accession standards. (DoD Directive 5124.2) (**) (TBP)

4. Implement officer accession and appointment policies. (**)
(DASD(MM&PP)O&EPM) (TBP)

5. Monitor the flow of individuals and/or accessions into each
Military Department. (**) (DASD(MM&PP)AP) (N/A)

B. Along with DASD(CPP), monitor noncombatant evacuation. (DoD Directive
5100.51) (DASD(MM&PP)PA&S/DASD(CPP)) (N/A)

c. In coordination with other DoD Components, develop plans and proce-
dures for demobilization. (DoD Directive 5124.2) (DASD(MPR)) (TBP)

D. Manage the allocation of the civilian work force and monitor DoD
Components compliance with civilian personnel policies and guidance.
(DoD Directive 1400.31) (DASD(CPP)) (TBP)

E. Implement the DEOMI mobilization plan. (DoD Directive 5124.2)
(ODASD(MM&PP)MEO) (DEOMI Mob Plan - TBP)

V. MANNING REQUIREMENTS:

Current Manning:

Civilians: 98

(Recallable Reservists):¹

(Recallable military²
retirees:

Military: 48

(Active Duty): 48

(Part time): 1

(Preassigned retirees): 20

Mobilization Manning:

Civilians: 98

Military: 49

(Recalled military
retirees): 20

¹Key Federal employees are not considered recallable for the purposes of this
Plan.

²Every military retiree under age 60 who has not been screened from preassign-
ment will be included here.

ASSISTANT SECRETARY OF DEFENSE (HEALTH AFFAIRS) (ASD(HA))

I. AGENCY MOBILIZATION PLANNING COORDINATOR :

Medical Planning, 1C545, 697-8233.

II. PLANNING RESPONSIBILITIES :

A. Formulate and provide policy guidance to ensure adequate medical resources for either rapid or gradual expansion of the Armed Forces on mobilization and in time of war (DoD Directive 5136.1) (Medical Readiness) (DG).

B. Provide policy guidance on determining medical manpower requirements, including the division of requirements between the Active and Reserve components, and the utilization of all health service personnel. (**) (**) (TBP)

C. Provide policy guidance to ensure adequate medical training capability for crisis or mobilization requirements. (**) (**) (**) (**) (TBP)

D. Provide policy guidance on accession management for crisis or mobilization requirements. (**) (**) (**) (TBP)

1. Formulate policy guidance on the accession of medical personnel from Reserve Officer's Training Corps, Health Professions Scholarship Program, Uniformed Services University of the Health Sciences, and the Selective Service during periods of increased medical manpower demand. (*) (**) (**) (TBP)

2. Coordinate with FM&P regarding policy on the voluntary and/or involuntary accession of medical personnel in a crisis or mobilization environment. (**) (**) (**) (TBP)

3. Develop plans for use of all available medical personnel (AC, RC, Retirees, Civilians) to meet highest priority demands across services. (**) (**) (**) (TBP)

E. Monitor plans for the provision of adequate medical materiel on mobilization and in time of war. (**) (**) (PPBS)

1. Review Service estimates of wartime medical logistic needs and capabilities. (**) (**) (**) (TBP)

2. Approve Service standardized Deployable Medical Systems for use in contingencies. (**) (**) (DoD Directive 6430.2)

F. Formulate and provide policy guidance to ensure that adequate hospital beds and force structure are available in both the theater and CONUS. (DoD Directive 5136.1) (Medical Readiness) (TBP)

1. Develop an integrated CONUS medical mobilization plan that addresses the mobilization expansion of DoD facilities, as well as the utilization of VA hospital beds (through the VA/DoD Contingency System) and civilian hospital beds (through the National Disaster Medical System). (**) (**) (**) (TBP)

G. Provide policy guidance for the coordination and consolidation of resources under crisis or wartime conditions. (DoD Directive 5136.1) (Medical Resources Administration) (TBP)

H. Formulate guidance for the Health Affairs budget planning responsibilities. (DoD Directive 7110.1) (Medical Resources Administration) (TBD)

I. Develop and maintain an integrated system for the planning, programming, and budgeting for medical facility construction projects throughout the Department of Defense and for managing the allocation of the financial resources approved for such projects. (**) (DoD Directive 5136.1) (TBP)

J. Formulate and review policies and guidance establishing the validation of medical research and development requirements and coordinate Service efforts in meeting medical research needs. (**) (Professional Affairs and Quality Assurance) (TBP)

K. Formulate policies and guidance with regard to all aspects of preventive medicine and review and evaluate Service efforts in disease control and prevention. (**) (**) (**) (TBP)

L. Provide an information system that integrates functional requirements within the Military Health Care System; and ensures standardization to the degree necessary to support that architecture. (DoD Directive 5136.1) (Medical Systems Support Center) (TBD)

1. Provide support to DASD(MR) with theater medical evacuation planning and procedures, through the Defense Medical Regulating Information System (DMRIS). (**) (**) (**) (TBD)

2. Provide support to DASD(MR) by providing automation to link the National Disaster Medical System (NDMS) and Veterans Administration (VA). (**) (**) (**) (TBD)

3. Provide an automated information system to support DASD(MR & MRA) in the accountability of non-active duty patients and billing information from DoD to non-DoD facilities. (**) (**) (**) (TBD)

4. Provide resources of the Defense Enrollment Eligibility Reporting System (DEERS) data base and the DMSSC network to support DASD(MR, PA&QA, & MRA) policy regarding medical R&D and surveillance programs, to include fitness for duty information and the Reportable Disease Data Base (RDDB) during mobilization and in time of war. (**) (**) (**) (TBD)

5. Provide automated information systems to support DASD(MR and MRA) with the management of logistics, to include blood products, and keep Services fully informed of objectives and plans. (**) (**) (**) (TBD)

6. Provide the DEERS data base to support DASD(MR and MRA) and ASD(FM&P) in the rapid accession of Guard and Reserve forces, so that these active-duty members and their beneficiaries receive appropriate medical care according to entitlement. (**) (**) (**)

8. Provide planning support for the rapid identification of casualties, to include the duplicate panoramic x-ray identification system maintained through the DEERS data base. (**) (**) (**)

1. Prepare adequate contractual clauses to cover the mobilization and/or crisis contingencies, to include the activation of the National Disaster Medical System. (FAR, COM-FI (M)) (OCHAMPUS) (TBP)

3. Develop contingency instructions for contractor operations to be used in the event of a mobilization action. (FAR, COM-FI(M)) (CHAMPUS) (TBP)

N. Develop program change implementation and follow-up plans. (DoD Directive 5136.1) (OCHAMPUS) (TBP)

2. Develop staff plan to make OCHAMPUS personnel available at the contractor sites to ensure expeditious implementation of the necessary processing actions to ensure care for entitled beneficiaries. (DoD Directive 5136.1) (OCHAMPUS) (TBP)

o. Plan for the Uniformed Services University of the Health Sciences orderly expansion of education programs and resources required to accelerate the training of medical officer candidates in response to mobilization and/or emergency situations. (DG) (Medical Readiness) (TBP)

III. CRISIS RESPONSIBILITIES: '

A. Coordinate with the CINCs and/or Services any necessary CONUS cross-Service utilization of medical manpower to meet varying peak requirements. (DG) (Medical Readness) (N/A)

B. Review and validate Service capability to regulate flow of students in medical training programs to meet surge requirements. (**) (**) (**)

1. Monitor capability to accelerate existing graduate medical education programs. (**) (**) (**)

2. Validate capability to expand and accelerate combat-related medical training programs. (**) (**) (**)

3. Identify inter-Service sharing of training resources and potential for use of civilian resources. (**)(**)(%-)-

C. Review and validate plans on accession management in time of crisis.
(**) (**) (N/A)

1. Review and monitor medical recruiting programs during a crisis.
(**) (**) (N/A)

2. Review and direct the Reserve Officer Training Corps, Health Professions Scholarship Program, and Uniformed Services University of the Health Sciences medical accessions programs during a period of crisis.
(**) (**) (N/A)

D. Review, analyze, coordinate, and provide recommendations on medical logistics Crisis Management System issues. (DoD Directive 5136.1) (Medical Readiness) (N/A)

1. Provide staff support to the DoD Health Council. (DoD Directive 5138.8) (**)(**)

2. Serve on the Acquisition, and Installation, and Logistics Boards.
(DoD Directive 5136.1) (**)(**)

E. Evaluate the need for expanding DoD hospital capabilities in CONUS, as well as evaluating the need for activation of any of the backup systems available to the Department of Defense. (**) (Medical Readiness) (**)

1. Examine the need for expanding the CONUS hospital bed capability by activating all or part of CONUS mobilization plans. (**) (**) (**)

2. Evaluate the need for activation of either the VA/DoD Contingency System or the National Disaster Medical System. (**) (**) (**)

1. Provide crisis support to DASD(MR) by providing automation to link the National Disaster Medical System (NDMS) and Veterans' Administration (VA) . (**) (**) (**)

2. Provide crisis support to DASD(MR and MRA), through an automated information system, to maintain accountability of non-active duty patients and billing information from non-DoD facilities. (-) (**) (**)

3. Provide crisis support to DASD(MR, PA&QA, and MRA) through resources of the Defense Enrollment Eligibility Reporting System (DEERS) data base and the DMSSC network to conduct Medical R&D and surveillance programs to include fitness for duty information and Reportable Disease Data Base (RDDB).
(**) (**) (**)

4. Provide crisis support to DASD(MR and MPA) through automated logistics system, to include blood products. (**) (**) (**)

5. Provide crisis support to DASD(MR and MRA) and ASD(FM&P) through the DEERS data base, for rapid accession of Guard and Reserve Forces, so that these active-duty members and their beneficiaries receive appropriate medical care according to entitlement. (**) (**) (**)

6. Provide crisis support to DASD(MR and MRA) for maximum cross-Service utilization of CONUS medical assets. (**) (**) (**)

7. Provide crisis support for the rapid identification of casualties, to include the duplicate panoral x-ray identification system maintained through the DEERS data base. (**) (**) (**)

o. Support the National Disaster Medical System (NDMS) OCHAMPUS claims processing system. (DoD Directive 5136. 1) (OCHAMPUS) (N/A)

P. Implement all OCHAMPUS tasks and responsibilities detailed in the planning section of the MMP. (MMP) (OCHAMPUS) (N/A)

1. Activate contract modifications necessary to meet the appropriate mobilization requirements. (FAR) (OCHAMPUS) (TBP)

2. Issue, if required, emergency sole source contracts for handling an increased work load nationwide, using claims processing organizations which do not have current CHAMPUS contracts. (FAR) (OCHAMPUS) (TBP)

3. Transfer OCHAMPUS office in Europe (OCHAMPUSEUR) to the United States if mobilization, or other precipitating circumstance, involves combat in Europe. (DoD Directive 5136.1) (OCHAMPUS) (TBP)

4. Secure additional personnel and qualified replacements for losses of personnel employed at OCHAMPUS due to military transfers and activation of Reserve and National Guard units or the implementation of Selective Service. (DoD Directive 5136.1) (OCHAMPUS) (TBP)

5. Provide staff assistance to the Uniformed Services in their endeavor to educate the new beneficiaries. (DoD Directive 5136.1) (OCHAMPUS) (TBP)

E. Recommend testing theater and/or CONUS mobilization plans for expanding DoD facilities in CONUS, host nation medical support, the VA and/or DoD Contingency System, and the National Disaster Medical System. (DoD Directive 5136.1) (Medical Readiness) (TBP)

F. Request additional HA staff personnel, as appropriate. (**) (Principal Deputy Assistant Secretary) (TBP)

G. Perform resource functions. (**) (Medical Resources Administration) (TBP)

1. Conduct and coordinate all HA budget and resource analysis, programming, and negotiations. (**) (**) (**) (TBP)

2. Exercise oversight and develop policy for hospital management operations, benefit coverage, and medical facility planning and engineering in the Military Health Services System. (**) (**) (**) (TBP)

3. Manage HA responses to legislative requests. (**) (**) (**) (TBP)

H. Fulfill budget wartime responsibilities. (DoD Directive 7110.1) (Medical Resource Administration) (N/A)

I. Perform those responsibilities involving health facilities. (**) (**) (TBP)

1. Serve as the program manager for military medical facility construction resources. (**) (**) (**) (TBP)

2. Survey each Service to determine current bed availability and time frame to reach full expansion capacity. (**) (**) (**) (TBP)

3. Review all MILCON projects to determine if any should be canceled to divert resources to the mobilization effort. (**) (**) (**) (TBP)

4. Coordinate action to bring all required facilities to full expansion capability. (**) (**) (**) (TBP)

5. Provide necessary PPBS Programming and Planning support for expansion of the Direct Care System to meet wartime requirements. (**) (**) (**) (TBP)

J. Develop emergency policies, plans, procedures, and guidance for rapid response to priority research requirements. (**) (Professional Affairs and Quality Assurance) (TBP)

K. Coordinate efforts of DoD Boards and Committees; e.g., Armed Forces Epidemiological Board, Armed Forces Medical Intelligence Center and Armed Forces Pest Management Board, in the rapid identification and prioritization of emergency war related requirements. (**) (**) (**) (TBP)

L. Develop emergency policies and guidance with regard to preventive medicine. (**) (Professional Affairs and Quality Assurance) (**) (TBP)

2. Transfer OCHAMPUS office in Europe (OCHAMPUSEUR) to the United States if mobilization involves combat in Europe or if dependents are evacuated from Europe as a result of the need for troop movements. (DoD Directive 5136.1) (OCHAMPUS) (N/A)

3. Provide staff assistance to the Uniformed Services to educate new beneficiaries. (DoD Directive 5136.1)

Q. Activate the fiscal intermediary requirements and/or responsibilities for a partial, full or total mobilization at a wartime level. (DoD Directive 5136.1) (OCHAMPUS)

R. Provide for the orderly expansion of educational programs and resources required to accelerate the training of medical officer candidates. (DG) (Medical Readiness) (N/A)

V. MANNING REQUIREMENTS:

Current Manning:

Civilians:

Military:

Mobilization Manning:

Civilians:

Military:

Active:

IMA :

ASSISTANT SECRETARY OF DEFENSE (PUBLIC AFFAIRS) (ASD(PA))

I. MOBILIZATION PLANNING :

A. The Directorate for Plans (OASD-PA-DPL), 2D774, 697-1254/6163, is the primary action Agency for mobilization planning.

II. PLANNING RESPONSIBILITIES:

A. Develop and maintain the OASD-PA Mobilization Plan and associated documents.

1. Determine OASD-PA staff requirements, organizational realignments, and operational schedule necessary to function during mobilization and prepare the necessary implementation documents for use in the event of mobilization.

2. Provide representation to the Department of Defense and other Agencies' planning, policy, and coordination committees; etc., as necessary.

3. Prepare the DoD Public Affairs Master Scenario Events Lists (MSELs) for JCS and/or DoD Mobilization exercises and provide a representative to serve as the DoD PA Controller for those exercises.

4. Develop the OASD-PA support plan for the DoD Continuity of Operations Plan (COOP).

5. Develop the OASD-PA support plans for manning and maintaining 24-hour operation in the DoD Crisis Coordinator Group (CCG) and the JCS PA Cell.

6. Conduct periodic evaluations of the OASD-PA's plans to execute its responsibilities as defined in the Master Mobilization Plan and refine and update those responsibilities and plans, as necessary.

B. Develop the public affairs guidance and/or plans (PA G/P) for the mobilization issues and actions that will generate media interest or require public announcement, acknowledgement or response by the Department of Defense.

1. Identify the actions and/or issues.

2. Identify both the DoD's and other Agencies' points-of-contacts (POCs) for those actions and/or issues.

3. Task, as appropriate, the Department of Defense, JCS, Services; etc. , POCs for input into public affairs planning.

4. Determine the most appropriate method of handling the public affairs aspects of each action and/or issue.

5. Develop the PA G/P as required.

6. Periodically review the PA G/P, preferably in conjunction with DoD mobilization exercises, and update as required.

III. CRISIS RESPONSIBILITIES:

A. Review current OASD-PA Mobilization Plans and JCS OPLANS and implement or prepare to implement, as appropriate.

1. Man the CCG, JCS PA Cell; etc., as required.
2. Review, update, and execute, as required, OASD-PA personnel augmentation plan and internal reorganization.
3. Prepare for 24-hour news desk operations and evaluate the need for daily or special news conferences.
4. Provide representatives, as required, to DoD (and other) special crisis coordination and/or policy committee meetings, etc.
5. Review, update, and execute, as required, mobilization public affairs guidance and/or plans.
6. Maintain continuous liaison with all OUSDs and OASDs through CCG interaction, daily SecDef staff meetings and DPL and DDI Desk Officer contacts.
7. Maintain continuous liaison with the NSC and/or DoS offices of public affairs.
8. Provide PA guidance and assistance as necessary to all unified and specified commands, Uniformed Services, and DoD Agencies.

IV. WAR TIME RESPONSIBILITIES: Continue actions listed in Section III, above.

v. MANNING REQUIREMENTS:

<u>Current Manning:</u>	<u>Mobilization Manning:</u>
Civilians:	Civilians:
Military:	Military:
	Active:
	IMA :

V. Manning Requirements:

Current:

Civilians	31
Military	55
(Active Duty)	45
(Part Time, IMA's)	10 -

Mobilization Manning:

Civilian	31
Military	55

THE OFFICE OF THE GENERAL COUNCIL (OGC)

I. AGENCY MOBILIZATION COORDINATOR : Office of Legal Counsel, Office of the General Counsel, 3E977, 695-6804.

II. PLANNING RESPONSIBILITIES:

A. Provide advice to the OSD on statutes, Regulations, Instructions, and Executive Orders controlling mobilization activities or affected by mobilization activities. (DoD Directive 5100.77) (GC) (DoD Directive 5100".77)

1. Coordinate the development of an emergency authorities list with "the Federal Legal Information Through Electronics System (FLITES), located in the Department of the Air Force. (DoD Directive 5160 .64) (GC) (N/A)

2. Review and coordinate DoD legislative activities with the Office of the Assistant Secretary of Defense (Legislative Affairs) (OASD(LA)). (DoD Directive 5500.1) (GC)

3. Review and update the authorities contained within the DoD Emergency Authority Retrieval and Analysis System (DEARAS). (DoD Directive 5160.64) (GC) (N/A)

B. Review mobilization plans developed within the Department of Defense to ensure they comply with existing laws. (DoD Directive 5100. 77) (GC) (N/A)

1. Prepare draft legislation to be offered during a crisis.
(DoD Directive 5500.1) (GC) (TBP)

2. Prepare and submit amendments to current law which will eliminate unintended obstacles to mobilization. (**) (**) (**)

3. Maintain up-to-date, prepackaged, mobilization legislation.
(DoD Directive 5500.1) (**)(**)

III. CRISIS RESPONSIBILITIES:

A. Review plans for civilian-military crisis actions to clarify joint and individual responsibilities. (DoD Directive 5100. 77) (GC) (N/A)

B. Review legislation proposed by the Department of Defense or which would affect DoD operations. (DoD Directive 5500. 1) (GC) (**)

c. Consult with Service GCS and the legal advisor to JCS on proposed DoD actions where coordination is required. (DoD Directive 5100.77) (GC) (**)

D. Prepare legal memoranda and documents. (**) (**) (**)

IV. WARTIME RESPONSIBILITIES:

A. Advise the Secretary of Defense on the legality of proposed courses of action including recommendations to be sent to the White House. (DoD Directive 5500.1) (GC) (N/A)

INSPECTOR GENERAL (IG)

I. MOBILIZATION PLANNING COORDINATOR

Office of the Deputy Inspector General for Program
Planning, Review and Management
400 Army Navy Drive, Rm 1016, Arlington, VA 22202
Telephone: (202) 695-9568;-AV 225-9568

II. PLANNING RESPONSIBILITIES

A. Authority and Mission. The Inspector General, Department of Defense (IG, DoD), operates under the authority of DoD Directive 5106.1, March 14, 1983. This Directive implements the provisions of P.L. 95-452, "Inspector General, Department of Defense, Act of 1978," as amended, and directs that the IG, DoD shall:

1. Conduct, supervise, monitor, and initiate audits and investigations relating to programs and operations of the Department of Defense, including the Military Departments, as the IG considers appropriate.

2. Provide leadership and coordination and recommend policies for activities designed to promote economy, efficiency, and effectiveness in the administration of, and to prevent and detect fraud and abuse in, such programs and operations.

3. Provide a means for keeping the Secretary of Defense and the Congress fully and currently informed about problems and deficiencies relating to the administration of such programs and operations and the necessity for and progress of corrective action.

B. Master Mobilization Plan (MMP) Compliance. As a feature of ongoing inspections of Office of the Secretary of Defense (OSD) staffs and Agencies, IG, DoD, will review compliance with component responsibilities outlined in the DoD MMP.

C. IG Mobilization Planning Interface

1. Review OSD staff and Defense Agency planned emergency actions to:

a. Isolate initiatives having significant potential for fraud, waste, and abuse.

b. Upon implementation, recommend safeguards against fraud, waste, and abuse consistent with the extent of vulnerability and constraints imposed by emergency conditions.

2. Predesignate elements of OIG inspections, auditing, and investigative staffs to monitor mobilization programs and processes having high potential for inefficiency, significant consumption of resources, and fraud.

D. Review of Mobilization and/or Logistics Exercises

1. Identify planning and resources issues.
2. Monitor implementation of post exercise corrective measures activity.

E. Emergency Communications and Control

1. Establish a continuous means of alternate communications with all IG field activities.
2. Develop field and/or central office emergency programs surveillance teams based on predetermined program and/or process monitoring targets and geographic locations.

III. MOBILIZATION CRISIS ACTIONS

A. Establish Central Mobilization Action Review Groups. Activate centralized planning and coordinating groups to liaison directly with OSD components, Agencies, and the Services. Actions will include the targeting of mobilization programs and/or processes for monitoring and assistance by IG personnel and will serve to regulate the allocation of available Services' inspections, auditing, and investigative assets to activities of mutual relevance. These groups will coordinate the management of:

1. Liaison with OSD Crisis Coordination Group.
2. Unified and Specified Commands liaison.
3. Inspections planning and control.
4. Temporary redeployment of audit staffs.
5. Interagency coordination of criminal investigations.

B. Mobilization Surveillance Teams. Teams comprised of IG inspectors, auditors, and where appropriate, investigators, will target significant DoD programs and facilities (foreign and domestic) for general reviews calculated to enhance program efficiencies and minimize inadvertent loss of resources. Special inquiries and systemic problems will be referred to predesignated IG teams for further on-site review.

C. Deployment of On-site Mobilization Review Teams. IG personnel, working in conjunction with OSD staffs and agencies, will assign teams to selected programs and/or processes to augment Agency personnel in accomplishing objectives. Review teams will be assigned to:

1. Major base development programs.
2. Manpower acquisition and/or distribution.
3. Critical supply issue and replenishment programs.
4. Industrial base expansion incentives programs.
5. Expanded contract administration surge.
6. Reviews and briefings for new contractors.
7. Fiscal management and audit support for host nation agreements.

IV. WARTIME RESPONSIBILITIES

The IG, DoD, will resume 'traditional employment with emphasis cm programs and processes that directly influence enhancement of warfighting capability. Special review teams will be structured and deployed to programs identified by the cognizant Mobilization Action Review Groups.

V. MANNING REQUIREMENTS:

Current Manning:

Civilians:

Military:

Mobilization Manning:

Civilians:

Military:

Active:

IMA :

IV. WARTIME RESPONSIBILITIES

A. Implement accelerated T&E procedures for weapons systems acquisition programs identified for acceleration. (DoD Directive 5141. 2) (DOT&E(P&P)) (TBP)

B. Activate the Government and/or industry facilities management committee. (DoD Directive 5141.2) (DOT&E(PR&EA)) (TBP)

C. Recall" identified military and civilian personnel to fill vacated test agency positions. (DoD Directive 5141.2) (DOT&E(O)) (TBP)

V. MANNING REQUIREMENTS:

Current Manning:

Civilians:

Military:

Mobilization Manning:

Civilians:

Military:

Active:

IMA :

DIRECTOR , PROGRAM ANALYSIS AND EVALUATION (PA&E)

I. AGENCY MOBILIZATION P WING COORDINATOR:

Theater Assessments and Planning (ODPA&E (TA&P)), 2C-270, 697-0584.

II. PLANNING RESPONSIBILITIES:

A. Ensure that DoD plans, programs, and budgets are compatible with DoD's mobilization capability objectives through biannual PPBS review. (DoD Directive 5141.1) (ODPA&E(TA&P)) (DoD Directive 7045.14)

1. Analyze and evaluate current. mobilization-related plans and programs to ensure feasibility and consistency with defense objectives.
(**) (**) (**)

2. Assess the DoD Component program submissions. Advise the Defense Resources Board (DRB) of the adequacy of proposed programs to meet mobilization capability goals and objectives. (**) (**) (**)

3. Review DoD Component programs to ensure that funding is adequate to attain deployment objectives. Raise issue to the DRB, if appropriate. (**)
(**) (**)

4. During the DRB budget review, raise issues to the Secretary and ASD(C) if PBD actions delete funds necessary to achieve deployment objectives. (**) (**) (**)

B. Establish (jointly with OASD(A&L) and OASD(FM&P)) criteria for determining the Department of Defense mobilization material and/or manpower demands. (DoD Directive 5141.1) (ODPA&E(TA&P)) (DoD Directive 7045.14)

1. Develop illustrative planning scenario(s) for use in determining force structure and mobilization material and/or manpower demands. (**)(**)(**)

2. Develop criteria, goals, and objectives for the planning and programming of force structure and deployments. (**) (**) (**)

3. Establish criteria for translating projected mobilization material demands into mobilization production requirements for weapons systems that are not authorized for war reserve stockage. (**) (**) (**)

c. Establish (jointly with ATSD(AE)) policies and procedures governing the planning for nuclear munitions stockpiles. (DoD Directive 5141.1) (ODPA&E Strategic Programs (SP)) (DoD Directive 5148.2)

1. Establish criteria and responsibilities for computing nuclear munitions inventory requirements. (**) (**) (**)

D. Provide analytical support to other OSD elements, as necessary, for mobilization planning. (TA&P, DoD Directive 5141.1.)

III. CRISIS RESPONSIBILITIES:

A. As Executive Secretary to the Defense Resources Board (Programming Phase), the Director, PA&E, will manage, for the DRB, required reviews of the existing Defense Program to ensure its adequacy to meet evolving mobilization and/or wartime requirements. The DoD Program Review Group (PRG), which is chaired by the DRB Executive Secretary (Programming Phase), assists the DRB Executive Secretary in reviewing proposed program issues and selecting issues that should be brought to the DRB's attention. (DoD Directive 7045.14) (Director, PA&E) (Executive Secretary to the DRB memo of June 9, 1981)

B. When the OSD Crisis Management System (CMS) is activated, the Director, PA&E will ensure the PRG is prepared to support the CMS Crisis Management Council's review of PPB issues. (DoD Directive 7045.14) (DPA&E) (SECDEF Memorandum of January 19, 1984)

c. When the OSD Crisis Management System (CMS) is activated, ODPA&E will form a Crisis Analysis Group to provide analytical support to the component parts of the CMS. (DoD Directive 5141.1) (ODPA&E, TA&P) (DoD Directive 3020.36)

D. Provide analytical support to other OSD elements, as necessary. (DoD Directive 5141.1) (ODPA&E) (DoD Directive 7045.1)

1. Conduct evaluations of U.S. and/or foreign country military capabilities vis-a-vis U.S. national security objectives for the situation at hand. (**) (**) (**)

2. Review Joint Staff recommendations concerning material shortages deemed critical by the Service and/or relevant CINCs; recommend asset allocation and/or production priorities, as appropriate. (**) (**) (**)

E. Monitor implementation of planning responsibilities listed in Part II, above. (**) (**) (**)

IV. WARTIME RESPONSIBILITIES: Continued crisis functions in Part III, above.

V. MOBILIZATION STRUCTURE AND/OR CONSIDERATIONS:

A. No requirements for changes in the level of PA&E manning are foreseen during crisis or war; however, replacement of limited losses to the Military Services should be anticipated.

B.	<u>Manning:</u>	<u>Current</u>	<u>Mobilization</u>
	<u>Civilians:</u>	92	92
	Including:		
	- Recallable reservists	9	7
	- Recallable Mil. Ret.	7	2
	<u>Military:</u>	24	24
	Including:		
	- Active Duty	24	24
	- Part time	0	0
	- Preassigned Ret.	0	0
	- Recalled Mil. Ret.	0	0
	 Totals	 116	 116

ORGANIZATION OF THE JOINT CHIEFS OF STAFF (OJCS)

I. AGENCY MOBILIZATION PLANNING COORDINATOR: J-4, 2D840, 697-5931.

Collaboration:	J-1, Rm 1E940, x46335
	J-3; Rm 2B887, x51476
	J-5, Rm 2E949, x76126
	J-6, RM 1D825, x76224
	J-7, Rm 2B877H, x53047
	J-8, Rm 1D957, x49770

II. PLANNING RESPONSIBILITIES:

A. Provide guidance to the unified and specified commanders concerning military and industrial mobilization assumptions for operational planning using joint operational planning documents. (Title 10USC 141) (JSCP, JPAM, KAPP, JCS Pub 21, DoD Directive 5100.1, and DoD Directive 1235 series)

B. During the deliberate planning process, review Service mobilization plans to ensure they are supportive of OPLANS. (**) (**) (DoD Directive 5100.1, JCS Pub 21, and JSCP)

1. Ensure that OPLANS contain valid military and industrial mobilization assumptions and responsibilities. (**) (**) (DoD Directive 5100.1, JCS Pub 21, and JSCP)

2. Capture in advance of a crisis, essential CINC mobilization requirements such as manpower, critical systems, stockage levels, and resultant shortfalls. (**)(**)(DoD Directive 5100.1, and JCS Pub 21)

3. Monitor and validate the submission of the joint mobilization augmentation (JMA) for joint activities. (JCS Pub 4) (J-1) (JCS MOP 173)

c. Ensure movement plans and operational objectives are consistent with CINC objectives and/or requirements. (DoD Directive 5100.1) (J-4) (JCS Pub 21)

1. Develop JCS strategic mobility policy and guidance for use by the Services, Commanders of Unified and Specified Commands, Joint Deployment Agency (JDA) and the transportation operating agencies (TOAS) (the Military Sealift Command (MSC), Military Airlift Command (MAC), and Military Traffic Management Command (MTMC)). (DoD Directive 5100. 1) (**)(**)

2. Initiate, direct, and/or monitor the development of movement plans by JDA and the TOAs in support of operations plans. (**) (**) (**)

D. Participate in DoD, Service, and Defense Logistics Agency (DLA) industrial preparedness planning, including planning done by the Federal Emergency Management Agency, the Department of Commerce, and the Government of Canada (a part of the North American Defense Industrial Base) to support OPLAN logistic requirements. (DoD Directive 4005.1) (J-4) (JCS PGM Studies, DoD IRA study, JSCP, and JIMPP)

B. Based on threat assessments and CINC input, determine mobilization actions required for implementation and/or execution of CINC OPLANS. (DoD Directive 5100.1) (J-4) (JCS Pub 21)

C. Provide recommended priorities for the Department of Defense to begin industrial production and repair surge and other leadtime industrial capability advances to lessen CINCs' critical items deficits as early as possible, especially for previously unfunded surge systems and equipment. (**) (**) (**)

1. Update the Master Urgency List (MUL) within 72 hours of surge and/or mobilization decision.

2. Update the Critical Items List (CIL) with latest scenario priorities.

D. Recommend to the SECDEF appropriate Presidential and/or Congressional actions required to support mobilization. (DoD Directive 5100.1) (J-5) (JCS Pub 4)

E. Recommend priorities for allocation of Materiel and transportation assets to fulfill competing logistic requirements. (**) (**) (**)

1. Modify assignment of UMMIPS Force and/or Activity Designators for U.S. and foreign country forces in conjunction with the Services and DSAA, as necessary. (DoD Directive 4410.6) (J-4) (JCS Pub 3)

2. Prepare recommendations on priorities for allocation of materiel assets for decision by the Joint Material Priorities and Allocation Board, JCS, or Secretary of Defense, where appropriate. (**) (**) (**)

3. Prepare recommendations on priorities for augmentation of transportation assets with civil transportation resources for decision by the Joint Transportation Board (JTB), JCS, or Secretary of Defense, as appropriate. (JCS Pub 4) (J-4) (JCS Pub 15)

F. Provide representation to councils, boards, committees, and program review groups as specified in the OSD Crisis Management System. (JCS Pub 4) (J-1, J-3, J-4, J-5, J-6, J-7, and J-8) (OSD Crisis Management System)

IV. WARTIME RESPONSIBILITIES

A. Perform OJCS mobilization staff OPR functions through a mobilization manager in the Logistic Readiness Center of the National Military Command Center, coordinating closely with the Services and DLA command centers. (DoD Directive 5100.1) (J-4) (JOPEs, JSCP, and SM 481-83)

B. Based on continuing threat assessments and CINC input, recommend to the Secretary of Defense changes in the level of military and industrial mobilization required and in the emergency mobilization authorities and waivers thereto as necessary. (DoD Directive 5100.1) (J-5) (JCS Pub 21, DoD Instruction 4005.3, and JOPEs)

MILITARY DEPARTMENTS AND/OR UNIFORMED SERVICES

Mobilization is a multi-faceted operation whose elements include: an announcement to mobilize, order involuntary recall and/or activation of reserve elements, assembly, mission preparation, movement, and deployment. Each Service mobilizes its units and individuals in a unique manner. Military Departments will adopt the following policy and guidelines into their planning and preparations for mobilization. For planning purposes, the Coast Guard is considered a military Department under the Department of the Navy. General responsibilities and tasks are:

I. PEACETIME:

A. Develop Plans

1. All Military Departments issue policy and guidance to support functional areas of mobilization planning at all levels.

a. Provide written mobilization planning guidance and assign functional responsibilities to subordinate commands and organizations.

b. Formalize cyclic reviews of mobilization planning factors, policies, and guidance to support major operational plans.

c. Determine mobilization planning assumptions and resultant procedures that encompass all levels of mobilization to include initial use of the Presidential Call-up Authority (10 U.S.C. 673b). Provide supplemental guidance to reduce turmoil during the transition from one level of mobilization to another.

d. Plan for the accession and reception of volunteers, of inductees, and of direct appointment officers.

2. Navy, in coordination with JCS and DoT, prepares plans to receive the U.S. Coast Guard as an element of the Navy, upon declaration of national emergency or by E.O.

3. Air Force prepares to receive elements of the Federal Aviation Administration, as directed.

B. Maintain Units

1. Identify unified and specified CINC force requirements necessary for the prosecution of military operations IAW current family of operational plans.

2. Provide equipment, training, and materiel to those AC/RC units, in order of operational employment, as identified in global OPLANS.

3. Maintain stability for RC units, when practicable on various operational time phased force deployment data lists to reduce training and/or manning turbulence.

C. Process Personnel

1. Plan for the fill of organized and/or structured units with all categories of personnel prioritized by service mobilization plans.

2. Issue post-mobilization personnel processing procedures that accomplish these functions in a 1-day time frame (excluding mission training time) .

D. Prepare Fiscal Actions

1. Develop procedures for rapid preparation of legislative packages that will allow fiscal reprogramming actions during crisis or mobilization.

2. Modify procurement and contracting procedures to contain wording that will expedite processing during a crisis or mobilization.

3. Identify peacetime activities to be suspended and funds to be reprogrammed for surge requirements.

4. Develop post-mobilization mission essential purchasing requirements in priority sequence.

5. Develop procedures to consolidate mobilization program surge requirements in a supplemental budget for rapid review and submission through the National Command Authority to the Congress.

E. Plans and/or Procedures to Acquire Facilities for Mobilization

1. Review existing facility assets to determine if they are sufficient to support mobilization OPLANS. Determine additional facility requirements based on using minimum acceptable criteria for existing facilities.

2. Examine buildings in civil sector to determine if facilities, such as hotels and warehouses, can be used to satisfy mobilization needs. Coordinate the possible use of these facilities with FEMA as outlined in DoD Directive 3005.2.

3. Plan for the use of pre-stocked relocatable facilities such as tents, modular facilities, and pre-engineered buildings to maximum extent possible.

4. Develop plans and procedures for satisfying remaining facilities through construction. Facilities that can be constructed during a mobilization in time to meet the need date should be planned for accomplishment under the contingency authorities provided by DoD Directive 4270.32 or a special supplemental appropriation. Advance design of these facilities may be necessary. Facilities with long construction times, which must be placed under construction prior to a mobilization, should be programmed in the regular military construction program.

5. Maintain a current list of facilities by type, size, and construction dates that are to be constructed during mobilization. Provide lists to the DoD construction agents.

6. DoD construction agents (Army Corps of Engineers and Naval Facilities Engineering Command) will develop procedures to support the mobilization construction program.

7. Determine if additional resources are needed to operate and maintain the physical plant during mobilization. If additional contract services are required, ensure that industry capability exists to provide the services in addition to the construction that will be required. Advise OASD(FM&P) of problems and assistance needed.

8. Identify environmental laws that may adversely affect timely acquisition of facilities during mobilization. Submit legislative proposals as part of the military construction program to provide the relief needed.

F. Determine Industrial Base Needs

1. Identify key warfighting systems and repair parts necessary to meet demands of a full mobilization expressed in 60 and 90 days requirement time-frames.

2. Allow for industrial surge requirements when developing procurement actions and contracts which are based upon an analysis of mobilization needs.

3. On a regular basis, collect and consolidate supplemental budget data to begin preparing the industrial base for a surge beginning at confirmation of national strategic warning by DIA.

4. Integrate projected Allied Forces industrial base needs and/or capabilities for common user items (e.g., F-16 production, 120mm tank gun).

G. Train Personnel and/or Units

1. Plan for the appropriate familiarization, orientation, and refresher training of all categories of individuals and units during initial stages of a mobilization and later for sustainment.

2. Develop plans, as required, to adjust the training base at mobilization.

a. Plan to train the most critically needed skills.

b. Supplement the training with appropriate equipment.

3. Determine training base load for all categories of personnel including, accessions, inductees, IRR retrainers, IRR refresher training, in-service retrainers, retirees, direct appointments, in-service refresher, and new system orientations and/or qualifications.

4. Consider currently available resources in initial mobilization stage plans. Training base mobilization construction plans should be recognized as having their greatest impact on requirements beginning at M+60 out to M+180 days.

5. Consider in planning assumptions the minimum industrial base surge support for initial trainee requirements with improvements occurring at M+12 months.

6. Incorporate post-mobilization training requirements into analysis of training base capabilities.

7. Provide OSD an annual assessment of the Service training base capabilities in terms of the requirement and programmed resources.

8. Consider DoD-wide single source designated executive agent training where possible in Service planning; e.g., armored vehicle training for all services conducted at Ft. Knox under U.S. Army, with other Service instructor input.

9. Develop mobilization ammunition requirements to include necessary amounts to accommodate the first 60 days post-mobilization training.

10. Develop institutional training program that uses an increased training day and week as a standard of measurement.

11. Plan to participate in JCS-sponsored Command Post Mobilization Exercises.

H. Develop Automated Data Processing Support Systems

1. Prepare systems to monitor forces and phases of the crisis or mobilization.

2. Information management systems should be planned so as to consolidate ADP support for all functional areas of a mobilization; thereby reducing the total number of varying systems carrying similar data.

3. Reduce administrative functions to meet mobilization surge requirements.

4. Review ADP procedures that stimulate development of effective command, control, and communications capabilities for enhanced crisis response.

5. Design and test mobilization related ADP systems to ensure their ability to operate effectively.

II. CRISIS :

A. Execute Plans

1. Implement policies and guidance appropriate to the crisis level and operational needs.

2. Validate planned personnel and materiel requirements necessary for crisis response.

3. Discontinue funding for OCONUS peacetime troop unit movements for institutional training exercises, unless directed otherwise.

4. Operate joint forces deployment management systems for crisis response.

5. Review with JCS, the assignment of Force/Activity Designators to units in light of their crisis mission; modify assignment if warranted.

B. Legislative Relief

Upon Secretary of Defense decision, initiate mobilization construction projects.

III. WARTIME

A. Execute Plans

1. Initiate planned adjustments to wholesale-level materiel support system.

2. Determine fiscal support and sustainment levels necessary for the prosecution of the war effort. Submit a supplemental budget request to OSD to meet the additional requirements.

3. Forward standby legislation packages for relief from legal impediments to mobilization effort.

4. Implement wartime communications and information management systems.

B. Manage Personnel

1. Fill all units to authorized wartime fill levels. Implement In-Theater wholesale personnel fill plans.

2. Fill additional Non-DoD Agency and activity vacancies requiring military personnel, upon OSD position requirement validation.

3. Activate, once directed by SECDEF, the DA/DoD contingency plan and the National Disaster Medical System (NDMS) to assist the Services in the care of their sick and wounded.

4. Plan to Transfer OCONUS theater patients to CONUS prior to the outbreak of hostilities. Plan to assume management of expanded CONUS medical capability.

c. Logistics

1. Submit through the Joint Staff verified requirements, or provide adjusted resources for sustainment and surge. Requirements should include the current force structure, less attrition, and a display which depicts the planned force build up, should it be ordered.

2. Implement new mobilization required construction.

3. Plan for the integration of commercial substitutes or reduced specification items into the force structure to eliminate combat and combat support equipment shortages upon mobilization.

4. Plan for the attrition of logistical support (supplies and transportation).

D. Comptroller

1. Implement legislative packages submitted and approved by Congress to reduce impediments to mobilization.

2. Implement DoD procedures that will identify fiscal requirements for sustained warfare. These procedures should allow quick, efficient development of supplemental appropriations, as determined by OSD.

3. Develop emergency procedures which will assist the Services in reviewing and distributing limited resources to their best use.

DEFENSE INTELLIGENCE AGENCY (DIA)

I. AGENCY MOBILIZATION PLANNING COORDINATOR: (Directorate of Plans and Policy (DP) , 1C760, 695-8095)

II. PLANNING RESPONSIBILITIES

A. Develop and coordinate plans and procedures to accommodate the increase in time-sensitive intelligence requirements for support of the NCA, JCS, unified and specified commands , and other DoD Components during a crisis situation leading to mobilization. Ensure Agency transition from peace to war while continuing to meet responsibilities enumerated by Presidential order and DoD Directive. (E.O. 12333 and DoD Directive 5105.21 //DP)

1. Maintain Agency-level plans which support OSD and JCS Crisis Action and Continuity of Operations Plans (COOP). (DoD Directive 3020.26, JCS SM-769-85, and JCS SM-478-84 //DP)

2. Review unified and specified command and Joint Chiefs of Staff Operations and Concept Plans (OPCONPLANS) to ensure appropriate intelligence support to DoD decision-makers and operational commanders. (DoD Directive 5105.21 //DP)

B. Consolidate mobilization requirements on an annual basis and submit these to the JCS and the Services for validation and approval. (JCS Memorandum of Policy 173, "Manpower for Joint and International Activities" //RHR)

C. Develop training programs that adequately indoctrinate assigned mobilization personnel in preparation of assuming crisis positions within the Agency. (DIA Regulation 24-1, DoD Directive 3305.2 //OT)

III. CRISIS RESPONSIBILITIES

A. Review and revise emergency plans, procedures, and standby implementation documents, organizational realignments and staffing arrangements required to effectively manage defense intelligence manpower and personnel activities during pre-, trans-, and post-mobilization phases. (DoD Directive 3005.6 //RHR)

1. Revalidate key personnel requirements and identify individual Reserve and/or mobilization losses and gains (DoD Directive 1100.18 //RNR).

2. Identify potential shortfalls in essential functions and professional skills and develop methods to meet these deficiencies. (DoD Directive 3005.6 //RHR)

B. Survey established and proposed training programs designed to retrain non-essential personnel as well as incoming Mobilization Augmentees in functions and capabilities deemed essential in the trans-mobilization environment. (DIA Regulation 24-1, DoD Directive 3305.2 //OT).

c. Review, in conjunction with JCS, unified and specified command OP/CONPLANS to ensure compatibility and consistency with existing intelligence collection, processing analysis and dissemination systems. (DoD Directive 5100.1, JCSP //DP-1)

D. Implement intelligence collection plans for the coordination and management of intelligence requirements by national-level resources and tactical resources available to theater-level forces. (DoD Directives 5105.21 and 5105.29 and HUMINT Plan //DC and OA)

IV. WARTIME RESPONSIBILITIES

A. Provide continuous intelligence support to the NCA, JCS, and unified and specified commands through the existing channels as well as special war-time mechanisms. Ensure a continuum of intelligence to the warfighters as well as all nodes of the NMCS. (JCS SM-769-85 //DIA)

B. Monitor the intelligence training program to ensure its effectiveness. (DoD Directive 3305.2 //OT)

V. MANNING REQUIREMENTS

A. In accordance with the annual Joint Mobilization Augmentation, DIA will require approximately 1200 military reserve and/or mobilization augmenters on or after M-Day (JCS Memorandum of Policy 173 //RHR).

B. Additional civilian recruitments and/or activation of a Retired Civilian Reserve Program (RCRP) could provide the nearly 800 specially skilled civilian personnel estimated to be required during the post M-day period.

Current Manning:

Civilians:

Military:

Mobilization Manning:

Civilians:

Military:

Active:

IMA :

DEFENSE INVESTIGATIVE SERVICE (DIS)

I. AGENCY MOBILIZATION PLANNING COORDINATOR

Assistant Director (Planning and Special Projects)
1900 Half Street, SW
Washington, DC 20324-1700

II. PLANNING RESPONSIBILITIES

A. Develop plans and procedures to manage increased personnel and industrial security workload requirements in support of DoD elements during crisis and mobilization conditions. (DoD Directive 5105.42) (V0030) (DISR 06-3)

B. Develop the DIS Master Mobilization Plan (DISMMP) and Continuity of Operations Plan (COOP). (DoD Directives 1100.18 and 3020.26) (V0030) (DISR 06-3)

C. Maintain the DIS WARTIME Manpower Planning Systems (WARMAPS) consistent with DoD guidance. (DoD Directive 1100.19) (V0030) (DISR 06-3)

D. Develop plans and policies to ensure the continuation of essential DIS operations during time of national emergencies and facilitate the implementation of modified operational plans to meet DoD requirements. (DoD Directive 5105.42) (V0030) (DISR 06-3)

E. Jointly with OASD(A&L), OUSD(P), OUSD(R&E), and ODPA&E develop plans and programs to minimize and/or counter the threat of sabotage, terrorism and attack damage to Critical Items List (CIL) items.

III. CRISIS RESPONSIBILITIES:

A. Coordinate crisis impact assessment on DIS operational elements and their ability to perform mission critical functions to include, where necessary, augmentation and reassignment of personnel to offset Reservist vacancies and workload surges. (DoD Directive 3005.6) (V0030/V0900) (DISR 06-3)

B. Implement modified workforce responsibilities and procedures consistent with specific crisis situations. (DIS COOP) (V0030/V0900) (DISR 06-3)

C. Direct and manage efforts of DIS field elements to ensure effective operations during a national emergency or war. (DoD Directive 5105.42) (V0000) (DISR 06-3)

D. Review and revise continuity of operations plans, procedures, organizational and management structures, as needed, to effectively carry out the DIS mission. (DoD Directive 3005.6) (V0030/V0900) (DIS COOP)

IV. WARTIME RESPONSIBILITIES:

A. Manage personnel security investigations and manage the Industrial Security programs in support of the Department of Defense, as directed by DUSD(P). (DoD Directive 5105.42) (V0000) (DISMMP)

B. Implement and modify mobilization plans and procedures for optimum utilization of DIS resources. (DoD Directive 3005.6) V00030) (DISR 06-3)

C. Allocate resources to ensure minimal disruption of personnel and industrial security mission functions. (DoD Directive 5105.42) (V0900) (DISR 06-3)

V. MOBILIZATION STRUCTURE AND/OR MANNING REQUIREMENTS

A. The Mobilization Planning Coordinator is responsible for ensuring that the operational requirements of each DIS element adversely impacted by the mobilization environment are identified and appropriately resourced. Coordinate efforts of program managers with civilian personnel and Management and Resources Directorate to determine needed adjustments in staffing patterns to reach optimal operating efficiency of each operational segment.

B. Manning Requirements:

Current Manning:

Civilian: 4217

Military: 0

Mobilization Manning:

Civilian: 4217

Military: N/A*

*DIS anticipates implementation of a 6-day work week for all civilian employees and continued reliance on the Military Departments for overseas investigations.

OFFICE OF THE MANAGER, NATIONAL COMMUNICATIONS SYSTEM (OMNCS)

I. AGENCY MOBILIZATION PLANNING COORDINATOR

NCS-JS, DCA Headquarters Building, 4262, 692-9274.

II. PLANNING RESPONSIBILITIES

A. Assist the Executive Office of the President in the coordination of the planning for national security emergency preparedness communications for the Federal Government under mobilization conditions. (E.O. 12472, section 1(b)(2)) (OMNCS) (TBD)

B. Submit anticipated FYDP mobilization requirements through the DoD budget process. (E.O. 12472, section 1(e)(2)) (NCS-FMO) (TBD)

1. Develop and maintain program and/or funding priorities for use in shifting resources during mobilization conditions. (TBD) (TBD) (TBD)

2. Determine funding requirement procedures for rapid processing during mobilization conditions. (TBD) (TBD) (TBD)

c. Serve as a focal point for joint industry-Government national security emergency preparedness telecommunications mobilization planning. (E.O. 12472, section 1(d)(1)) (NCS-JS) (E.O. 12382)

D. Assist in the initiation, coordination, restoration, and reconstitution of national security emergency preparedness telecommunications services or facilities under mobilization conditions. (E.O. 12472, section 1(d)(2)) (NCS-EP) (NCC Charter)

1. Develop and exercise comprehensive service restoration plans. (TBD) (NCS-EP) (NCC Charter, section 3.b.3.)

2. Maintain access to an accurate inventory of the minimum essential equipment, personnel and other resources that are available for restoration operations to include the location and capabilities of all industry network operations centers. (TBD) (NCS-EP) (NCC Charter, section 3.b.5.)

3. Identify liaison points in each company providing NSEP telecommunications services to the Federal Government. (TBD) (NCS-EP) (NCC Charter, section 3.b.5.)

4. Maintain the ability to rapidly transfer operations from normal to emergency operations. (TBD) (NCS-EP) (NCC Charter, section 3.b.7.)

5. Monitor the status of essential telecommunications facilities. (TBD) (NCS-EP) (NCC Charter, section 3.b.4.)

E. Assist in the development of plans for mobilization of the commercial telecommunications industry. (E.O. 12472) (NCS-JS) (E.O. 12382)

1. Prepare and maintain emergency plans and procedures for increased data collection on telecommunication resources and capabilities and for increased involvement in the allocation of such resources under crisis or wartime mobilization conditions. (E.O. 12472) (NCS-EP) (TBD)

2. Identify non-Federal' Governmental activities and commercial enterprises that have telecommunication service or manufacturing capabilities, and formulate plans for their mobiliz'at-ion. (E. O. 12472, section 1. (g) (4)) (NCS-JS) (TBD)

3. Nominate telecommunications facilities for inclusion in the Key Assets Protection Program. (NCS-EP) (DoD Directive TBD)

F. Develop plans, procedures, and programs for consideration by the NCS Committee of Principals and the Executive Agent. (E.O. 12472, section 1. (g) (1)) (OMNCS) (TBD)

1. Develop plans and procedures for the management, allocation, and use, including the establishment of priorities or preferences, of Federally-owned or leased telecommunications assets under mobilization conditions. (TBD) (NCS-EP) (TBD)

2. Develop test and exercise programs and procedures for the evaluation of the capability of U.S. telecommunications resources to meet mobilization requirements. (TBD) (NCS-EP) (TBD)

3. Develop plans, procedures, and standards for minimizing or removing technical impediments to the interoperability of Government-owned and/or commercially-provided telecommunications systems. (TBD) (NCS-TS) (TBD)

G. Develop plans and procedures to ensure adequate and timely availability of personnel resources for mobilization activities. (DoD MMP) (TBD) (TBD)

1. Develop plans to integrate mobilization augmenters into the anticipated mobilization operations of 'the OMNCS. (TBD) (TBD) (TBD)

H. Implement and administer approved plans or programs as assigned, including any system of priorities and preferences for the provision of communications service, ensuring their ability to contribute to the satisfaction of mobilization telecommunication service requirements. (E.O. 12472, section 1.(g)(2)) (OMNCS) (TBD)

1. Administer the restoration priority system for intercity private line services in conjunction with Federal Communication Commission. (NCS-EP) (47 CFR, Part 211)

2. Maintain and update the National Plan for Communications Support on Emergencies and Major Disasters. (NCS-EP) (47 CFR, Part 202)

3. Maintain Annex C-XI to Federal Emergency Plan D. (NCS-EP) (47 CFR, Part 202)

I. Conduct technical studies or analyses, and examine research and development programs, for the purpose of identifying improved approaches, which may assist Federal entities in fulfilling national security emergency preparedness telecommunications objectives. (E.O. 12472, section 1.(g)(5)) (OMNCS) (TBD)

J. Provide U.S. representative to the NATO Civil Communications Committee (CCPC) for the purpose of planning U.S. civil communications support to the NATO military mission. (Memorandum for Assistant Secretary of State for European Affairs) (NCS-EP) (TBD)

III. CRISIS RESPONSIBILITIES

A. Assist the Executive Office of the President in the provision of national security emergency preparedness communications for the Federal Government. (E. O. 12472, section 1. (b)(1) and (2)) (OMNCS) (TBD)

1. Promptly provide technical analysis and/or damage assessment of service disruptions and identify necessary initiation and/or restoration actions. (NCC Charter, section 3.b.1) (NCS-EP) (NCC SOP TBD)

2. Coordinate prompt restoration of telecommunications services in support of NSEP needs. (NCC Charter, section 3.b.2) (NCS-EP) (NCC SOP TBD)

3. Coordinate and expedite the initiation of NSEP telecommunications services. (NCC Charter, section 3.b.8) (NCS-EP) (NCC SOP)

4. Coordinate network reconfiguration plans in support of NSEP needs. (NCC Charter, section 3.b.10.) (NCS-EP) (NCC SOP)

B. Administer a system of priorities and preferences (E.O. 12472, section 1.(g)(2)) (NCS-EP) (47 CFR, part 211 and NSEP Telecommunications Procedures)

C. Submit mobilization resource requirements through OASD(C³I) to Executive Agent when mobilization appears imminent, to ensure adequate funding for NSEP telecommunications activities. (TBD) (TBD) (TBD)

D. Update plans for reallocation of manpower within OMNCS and for the integration of mobilization augmenters. (TBD) (TBD) (TBD)

E. Implement plans for the mobilization of non-Federal Governmental activities and commercial enterprises that operate telecommunications service or manufacturing facilities. (E.O. 12472) (NCS-EP) (TBD)

IV. WARTIME RESPONSIBILITIES

A. Assist the Executive Office of the President, should the President issue implementing instructions in accordance with the National Emergencies Act, in the exercise of the war power functions of the President. (E.O. 12472, section 1.(b)(1)) (OMNCS) "Communications Act of 1934," as amended, 47 U.S.C. 706 (a), (c)-(d), and classified plan.)

B. Assist the Executive Office of the President in the provision of national security emergency preparedness communications for the Federal Government. (E. O. 12472, section 1. (b) (1) and (2)) (OMNCS) (TBD)

1. Promptly provide technical analysis and/or damage assessment of service disruptions and identify necessary restoration actions. (NCC Charter, section 3.b.1.) (NCS-EP) (NCC SOP TBD)

2. Direct prompt restoration of telecommunications services in support of NSEP needs. (NCC Charter, section 3.b.2.) (NCS-EP) (NCC SOP)

3. Direct and expedite the initiation of NSEP telecommunications services. (NCC Charter, section 3.b.8.) (NCS-EP) (NCC SOP)

4. Direct network reconfiguration plans in support of NSEP needs. (NCC Charter, section 3.b.10.) (NCS-EP) (NCC SOP)

c. Administer a system of priorities and preferences. (E.O. 12472, section 1.(g)(2)) (NCS-EP) (47 CFR, part 211 and NSEP Telecommunications Procedures)

D. Implement plans for the mobilization of non-federal governmental activities and commercial enterprises that operate telecommunications service or manufacturing facilities. (E.O. 12472) (NCS-EP) (TBD)

E. Implement plans for the reallocation of personnel and funding to ensure adequate support to wartime NSEP telecommunications activities. (DoD MMP) (NCS-FMO) (TBD)

v. MOBILIZATION STRUCTURE AND/OR CONSIDERATIONS: (e.g., increases, losses, sourcing, planning references)

A. Form NCS relocation teams. (Classified plan)

B. Increase manning to levels specified in the Joint Table of Distribution with Individual Mobilization Augmenters or reactivated retirees. (JTD)

c. Increase civilian worktime as required through use of overtime or increased hiring, as required.

Current Manning:

Civilian: _____

(Recallable reservists)

(Recallable Military Retirees)

Military: _____

(Active Duty) _____

(Part Time) _____

(Preassigned

Retirees) _____

Mobilization Manning:

Civilians: TBD

Military: TBD

(Recalled Military

Retirees) _____

NATIONAL SECURITY AGENCY/CENTRAL SECURITY SERVICE (NSA/CSS)

I. AGENCY MOBILIZATION PLANNING COORDINATOR : Office of Support Plans (Q12) ,
Directorate of Plans (Q1), 9A106, Ft. Meade, Maryland, (301) 688-6411.

II. PLANNING RESPONSIBILITIES:

A. Provide guidance and formulate a mobilization preparedness plan
(DoD Directive 3020.36 (Draft)) (DDPP) (DoD MMP).

1. Develop procedures to ensure adequate levels of civilian and
military human resources during rapid or gradual expansion of the work force.
(DoD Directives 3005.6 and 1100.18 and DoD Instruction 1100.19) (DDA) (DoD MMP
and NSA/CSS MMPP (Draft))

2. Develop procedures to ensure adequate levels of materiel to
support a rapid or gradual expansion of the work force. (DoD Directive 3005.3
and DoD Instructions 1100.19 and 4140.47) (ADIL) (**)

3. Submit aggregate civilian and military manpower requirements to
OASD(FM&P) and MILDEP Secretaries, respectively, for comparison and conflict
resolution. (DoD Directive 1100.18 and DoD Instruction 1100. 19) (DDPR) (**)

4. Identify reservists and retirees for preselected assignment to
NSA/CSS HQs. (DoD Directives 1200.7, 1235.10, and 1352. 1) (DDA) (**)

5. Identify personnel potentially vulnerable to draft. (DoD
Instruction 1100.19) (**) (**)

6. Develop procedures to ensure retention of direct-hire civilians,
contractor personnel, and foreign national employees performing critical
support during crises. (DoD Directive 3005.6) (GC, DDA, DDPP, DDPR) (**)

7. Document, at least annually, the Agency's emergency-essential,
critical, and key positions. (DoD Instruction 1100.19 and DoD Directives
1200.7, 1404.10, and 3005.6) (**) (NSA/CSS MMPP (Draft))

B. Develop organizational responsibilities to accomplish specific pre-
mobilization and mobilization tasks. (DoD Directives 3005.6 and 3020.36 (Draft))
(DDPP) (DoD MMP and NSA/CSS MMPP (Draft))

Develop "streamlined, emergency" administrative procedures for use
during a "crisis" and/or mobilization. (DoD Directive 3005.6) (DDA) (**)

C. Monitor the arrangements (and provide assistance when required)
between the Commander, Fort Meade, and the Service Cryptologic Elements
(supporting the NSA/CSS HQs) for providing logistics and administrative
support to accommodate the mobilized military cryptologic Reserves assigned
to NSA/CSS HQs. (N/A)(DDA) (NSA/CSS MMPP (Draft) and Ft. George G. Meade
Mobilization Plan)

V. MANNING REQUIREMENTS :

Increase required staffing positions to 1,000 civilians and 4,000 military (including retirees and individual mobilization augmenters). (For details, see Level II Plan: NSA/CSS Master Mobilization Preparedness Plan (MMPP)).

Current Manning:

Civilians:

Military:

Mobilization Manning:

Civilians:

Military:

Active:

IMA :